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TITLE OF THE MASTER'S THESIS

**HUMAN RESOURCE PRACTICES AND IMPROVEMENTS IN PUBLIC SECTOR:
THE PERSPECTIVE OF ADMINISTRATIVE CIVIL SERVANTS IN THE PEOPLE'S
COMMITTEE OF DISTRICT 2 HO CHI MINH CITY, VIETNAM**

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List of Abbreviation:

HR	Human Resource
HRM	Human resource Management
HRD	Human resource development
PSM	Public Service Motivation
OI	Organization Innovation
POE	Perceived organizational efficiency
PSM	Public Service Motivation
GI	General Information
JS	Job satisfaction
OC	Organizational commitment
OCB	Organizational citizenship behavior
P-O fit	Person-organization fit
VND	Vietnam Dong

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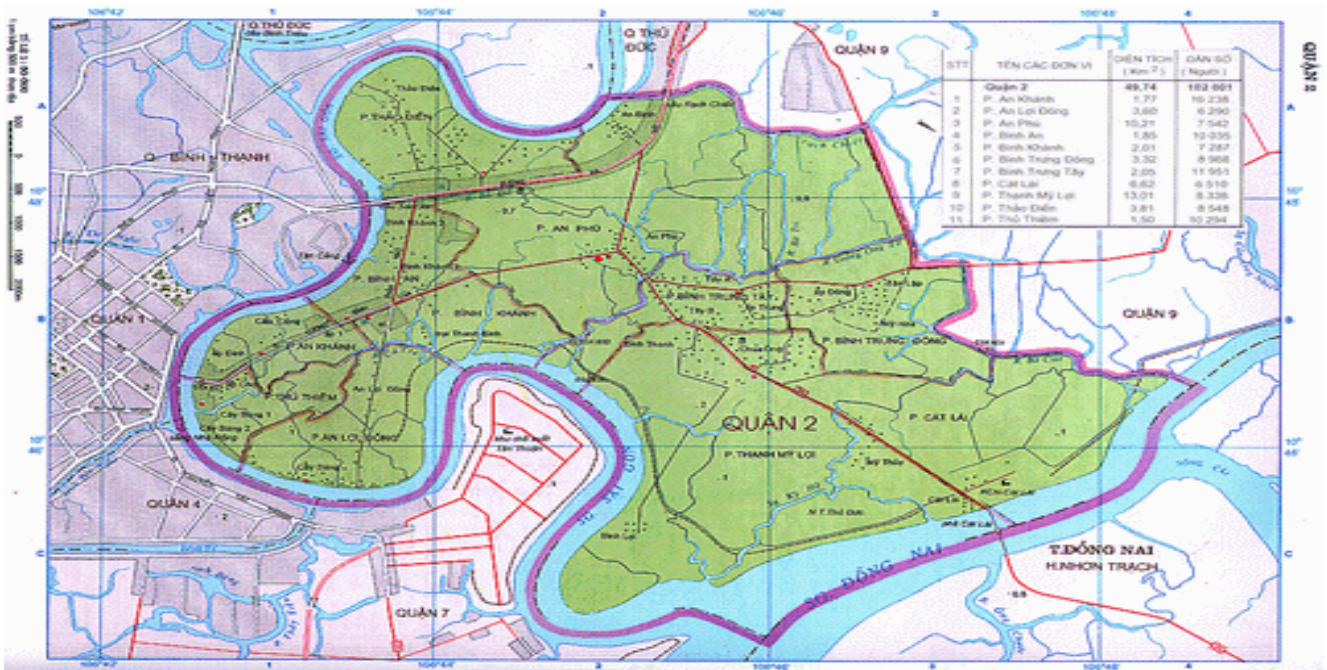
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PEOPLE'S COMMITTEE DISTRICT 2



LOCATION MAP OF DISTRICT 2, HO CHI MINH CITY

ABSTRACT

Developing administrative civil servant team is the main concerns of the Government of Vietnam, because administrative civil servants are who build and implement directly the guidelines, policies of the Government, therefore they are the decisive factor for the development of the country and localities.

However, administrative civil servant team in general and those in district 2 Ho Chi Minh City in particular have not met the requirements of tasks, there are still poor structures of human resources. The material facilities have not yet meet the task requirements for administrative civil servants. There has not been cooperation between training work arrangement as well as there are still not good policies to attract high quality human resource to come and work for the district.

In order to to deduce the situation and improve the quality of administrative civil servants in District 2, the thesis has proposed synchronous and concrete solutions which are suitable for the specific conditions of the District 2. They includes job analysis, job title standards for administrative civil servants, job arrangement, training and retraining and planning for administrative civil servants, and solutions for fighting against corruption in administrative organizations in District 2. If the above solutions are supported by the authorities and sectors, the thesis will help to build a team of qualified administrative officials serving for the tasks of socio-economic development of the District in the future.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Haslinda (2009a), HR is the institutions' greatest asset because without it, the daily activities such as managing public services, communications and transactions with customers can not been completed. This suggests that the employee have been potentially key drivers of organizational success. Moreover, Kebede and Sambasivam (2013), in their findings showed organizational change impacts not only the organization 's activities but also employees' knowledge and capabilities. Likewise, as noted by Haslinda (2009b), to maximize organizational effectiveness and ensure the employees' potential, ability and talent must be developed and updated.

For Stephen (2009), the main purpose is the development of HR staffs' skills and competencies consistent with organizational goals and there must be a transfer feasibility of developing programs to work. A study by Andersen (2007) says that the learning organization has become the generic term for the development strategy that tries to create unity among employees' competence and development of organizations. Bertucci (2006) propose to the government to build learning organizations to cut service providers and they need to identify the outstanding talent of people and skills in strategic ways. Moreover, Swanson and Holton (2009) examined the HRD as a combination of training and development, development efforts and business organizations to help improve the efficiency of organizations.

Building state administrative officials are the top concern of the State of Vietnam in order to meet the requirements of the innovation in the current period. Especially, Vietnam is in the process of deepening integration into the world economy, with the new opportunities, difficulties and challenges that they directly serve the regime. State develops and implements guidelines policies while the state administrative officials who are the decisive factors for the development of the country need be concerned.

Stepping into the renovation with the development of market economy, in the context of international economic integration, enhancing the quality of public servants in our country in general and the state administrative officials in particular becomes more urgent. In recent years, the implementation of the policy on building state administrative officials in Vietnam has achieved some positive results. Therefore, the research, a scientific assessment of the state administrative officials and

their working quality will have extreme importance, as a basis to help State plans strategies, training and developing the state administrative officials with quality to meet the requirements of construction and development of the country in the current period and for the next years.

In fact, the administrative officials of the State are not currently really on par with the requirements and tasks of the innovation. This is due to many reasons, but one of the main reasons is due to the shortcomings in the recruitment, use, and training.

Along with the development in all fields and extensive international integration of Ho Chi Minh City, District 2 is located at the gateway to the northeast of Ho Chi Minh City. The land area of district 2 is about 5 km² and the current population is about 150,000 people. The strategy of economical – social development of the City is to put District 2 towards fast urbanization, which focused on building the Thu Thiem new urban area (an area of 800 ha) to become a center of urban, economy, finance of the City in the future. The mission is to plan District 2 to become an urban district extended with basic function is residence, commerce, service, culture, sport and industry, port service with higher values. Therefore, the task of economic social development of District 2 in the next few years pose an urgent problem, in which rapid development and improvement the quality working of state administrative officials of the district also contribute to the completion of common tasks.

Stemming from the urgent requirements, therefore, this topic is research concern. This thesis focuses depth research, assessing the situation, proposing solutions and recommendations to help improve the quality of officials, and being appropriate and responding to the reality of the situation of district 2 today. Besides that, it is the result of the study on the basis of the application of learned knowledge with practical experiences of the work over the years.

1.2 Statement of the Problem

In today's competitive world, human resource development (HRD) is a basic factor to achieve organizational goals and become an international language (Ashkenari & Aeen, 2012). HRD is an ongoing process that conforms to the knowledge of human and skills with organizational goals. Charles (2006), argues HRD has use the education and career advancement efforts to improve the efficiency of individuals and organizations. Thus, the complexity of the whole process of globalization has risen to depend on human resources (HR), the new values to the general public.

Since every institution is helping people develop their skills and promote them to higher levels of performance and ensure that they continue to maintain their commitment is essential to achieve organizational goals (Abdullah, 2009). Once staff have been recruited and selected, the next step is

important to help them convert their abilities in the skills that contribute to the organization's goals (Kebede & Sambasivam, 2013). to accomplish this, important issues need to be taken into account or needs to be evaluated, a target is set, and the program implemented and closely monitor and keep track of activities correctness of HRD (Getahun, 2007).

However, the actual inefficiency of HRD can lead to various problems such as reduced staff desire to learn and apply new skills, reduce employee productivity, low morale, higher personnel expenses and low performance of the organization (Edgar & Geare, 2005). HRD system problems occur when organization failed to adapt to organizational needs and employee. Therefore, in organizations, enhancing satisfaction of staff's concerned through the upgrading of skills, knowledge and behaviors of employees in establishing the organization is very important (Edgar & Geare, 2005).

Developing administrative civil servant team is the main concerns of the Government of Vietnam, because administrative civil servants are who build and implement directly the guidelines, policies of the Government, therefore they are the decisive factor for the development of the country and localities.

However, administrative civil servant team in general and those in district 2 Ho Chi Minh City in particular have not met the requirements of tasks, there are still poor structures of human resources. The material facilities have not yet meet the task requirements for administrative civil servants. There has not been cooperation between training work arrangement as well as there are still not good policies to attract high quality human resource to come and work for the district. In fact, the government of the District 2 is faced with limitations in human resources management, including the following issues: The recruitment of state administrative civil servants in the District; The use of state administrative civil servants; State administrative civil servants fostering and training strategy and lack of policies and measures to motivate for state administrative civil servants so that they are secure to work.

In addition, in recent years, customers have had a lot of complaints reflect the attitudes of the public service administrative functions, such as bureaucracy, authoritarianism, corruption, arrogance, resolving prolonged profile and etc. That is the reason why author has chosen this topic for the dissertation.

In order to to deduce the situation and improve the quality of administrative civil servants in District 2, the thesis has proposed synchronous and concrete solutions which are suitable for the specific conditions of the District 2. They includes job analysis, job title standards for administrative civil servants, job arrangement, training and retraining and planning for administrative civil servants, and solutions for fighting against corruption in administrative organizations in District 2. If the above

solutions are supported by the authorities and sectors, the thesis will help to build a team of qualified administrative officials serving for the tasks of socio-economic development of the District in the future.

1.3 Research Questions

The rationale behind this study revolves around the following questions:

1. What are the current human resource development practices in bureaus?
2. How human resource development is administered in bureaus?
3. What are the challenges that impede human resource development practices in the selected sector bureaus that need to be overcome?
4. What are the ways to encourage the development of PSM, from the point of view of the government employees in district 2?

1.4 Objective of the Study

1.4.1 General Objective

The overall objective of the research was evaluated the existing HRD practices and challenges prevailing in the selected public area bureaus in district 2.

1.4.2 Specific Objectives

To clarify the scientific basis of improving the quality of state administrative civil servant of District 2, Ho Chi Minh City; To situational analysis of the quality working of the officials of District to find out the advantages and shortcomings and limitations. Since then, proposing solutions are feasible to improve the quality of the officials of district 2, meeting the requirements and tasks in the new situation.

Objectives of the research are officials of the district, including: recruitment, use, planning, training and related issues such as standards, assessment officials and the factors affect the quality of the state administrative officials.

To achieve this goal, the theme will delve solve the following tasks:

- In terms of reasoning: Systematizing of a number of basic theoretical issues, researching common practical issues to clarify the new concept of the state administrative civil servants, the quality of public officials.
- On the reality: Analysis of the actual quality of the state administrative civil servant of District 2, which shows the advantages and finding out the causes of the limitations of the quality of the officials of District 2. From there, proposing solutions to improve their quality working;

Content of study of the thesis:

- The basic problems of the state administrative officials and improving their quality working.
- Analysis of the situation of the state administrative officials in District 2.
- A number of solutions and recommendations to improve the quality working of the state

administrative officials in District 2.

1.5 Scope of the Study

This research tried to assess HRD practices and challenges. It was limited to twelve professional bodies under direct and comprehensive management of District 2 People's Committee namely: Office, Department of Home Affairs, Department of Urban Administration, Department of Natural Resources and Environment, Department of Justice, Department of Inspections, Department of Finance – Planning, Department of Economics, Department of Culture, Information and Sports, Department of Labour, Invalids and Social Affairs, Department of Health and Department of Education. These bodies assist District 2 People's Committee in managing a sector, guaranteeing from central to local sector management, it is selected purposively. The rationale to give supply for on such public sector bureaus is in terms of man power and financial aspects that they have a wider scope than others do. Besides, there are limitations in terms of time, location and etc, including: Time: Studying the situation of the state administrative officials in District 2 in the period from 2007 to 2014; Location: Studying in District 2, Ho Chi Minh City and Solutions to improve the quality of the state administration officials in District 2.

1.6 Research methods

The research consists of two phases; a qualitative study and a main survey that have been conducted in district 2, Ho Chi Minh City, the principal business center of Vietnam in the future. This research uses a questionnaire to collect data which was originally developed in English and has been translated into Vietnamese. It has also been modified through qualitative test. The purpose of the qualitative phase is to modify Vietnamese questionnaire version by in-depth interview with 5 civil servants in public sector before conducting the main survey. The questionnaire was implemented in a wide range of the People's Committee of district 2 Ho Chi Minh City to make sure that the data would represent the characteristics of Vietnamese citizens. The next stage is to analyze the collected data. SPSS 20 and Amos 20 was used to test the model. The reliability and the validity were tested by Confirmatory factor analysis (CFA). The model is then further analyzed by Structural equation modeling (SEM).

1.7 Rationale for the Study

HR is a tool for every institution's development largely in Vietnam and specifically in the area; very limited studies have been conducted in relation to this topic. This research looks at HRD practice and challenges faced by the regional public area offices. Thus, researching the HRD practices and challenges has various advantages, in this particular case; the study will also be complementary to the existing literature on the execution of HRD problems and propose ways of improving performance in service supply for civil servants at regional level.

1.8 Human resource, Civil servants and criteria for assessing the quality of civil servants of district 2

1.8.1 Concept of Human resource and civil servants

Human resources are studied in different aspects; therefore there are various concepts of human resources. The concept refers to human resources of a nation, a region, a part of resources that can be mobilized and managed to engage in the socio-economic development process. Human resources mean practical or potential qualifications, knowledge and capabilities of human beings for socio-economic development of a community (Werner & Desimone, 2006).

Civil servants refer to those working regularly in the state administrative apparatus. They are recruited, appointed and work stably in certain fields, paid by the Government and provided with reliable material and spiritual conditions to carry out their missions. The labour of civil servant is profession and subject to the revised ordinance on cadres and civil servants.

1.8.2 Some criteria for assessing quality of civil servants

Standards for civil servants include specific regulations, requirements for skills, abilities, ethic qualities, etc. of civil servants in accordance with certain criteria for each profession. Standards for civil servants are enacted by the Government and applied consistently in missions. Standards for civil servants play an important role in developing modern civil servants, an urgent demand of the administrative reform in Vietnam at present.

Standards for civil servants in Vietnam are defined in accordance with following criteria:

1.8.2.1. Standards for record

Nationality: it is required that applicants for civil servants are Vietnamese citizens; Health: laborers are required not only to have good health but also to keep their good health during their working process (These are important criteria because if the workers not enough health, they can not complete their tasks); Preservation of citizenship factors: civil servants carrying out their missions in

the name of the Government; therefore, people who lack civil capacity (people who are prosecuted, serving their sentences, suffering mental disorder) can not represent the Government to deal with affairs.

1.8.2.2 Standards for ethical quality

The civil servants who have talents but lack ethical qualities are not qualified to serve their people. Standards on ethical quality are shown in following factors: Political attitude: being absolutely loyal to the Government, making every effort to successfully fulfill their assignments; Ideological quality: being truthful, upright, veracious, solitary in work; Social ethics: conforming to social order, taking care of their families, fighting against negativity; Professional ethics: conforming to professional regulations, protecting national secrets and keeping professional honor; This standards is evaluated periodically by the heads of agencies and people's comments.

1.8.2.3 Standards for qualifications and capabilities

Capability is an important standard in assessing civil servants. Capability should be acknowledged in two aspects: Knowledge, awareness of politics, society and professional competence; Ability to manage, operate and deal with every circumstance with high determination. Thence, it can be seen that capabilities of civil servants are shown in 04 aspects: knowledge, professional competence, awareness, behavior and managerial ability.

1.8.2.4 Standards for age

Ages of civil servants are based on the followings: Civil responsibilities: citizens who are 18 years of age or more. On the other hand, Vietnam Labor Code stipulates that retirement age is 60 for men and 55 for women; Experience accumulation: civil servants, in addition to being trained and studying, should have working practice, accumulate experience to assure effective work; Policy of bring new blood into managerial officers of the Government: it is absolutely suitable to the current trend in the world.

1.8.3 Specific criteria of administrative civil servants of District 2, Ho Chi Minh City

The integration into the regional economy and the world economy and the fast development of science, technology and information has given big opportunities and challenges to Vietnam. Ho Chi Minh City is a big economic and political center of the country, so requirements for administrative system in developing urban administration are higher.

From above orientation, the civil servants at the bodies directly under the city, in addition to above criteria, should have following criteria: Qualifications should correspond to assignments: for

example, civil servants major in finance should be assigned to do financial affairs; Capability should be associated with skill of problem solving: each civil servant should have independent and creative thinking, dealing with affairs in close connection to practice, particularly in the fields they are in charge of; For their positions, civil servants should have such skills as leadership, management, edition, foreign language, computing, etc. While undertaking tasks, depending on position, civil servants should have necessary skills to effectively fulfill their tasks.

In general, the criteria for state civil servants in District 2 as well as Ho Chi Minh City, but due to the District 2 suburban districts, new districts established, the servants have more willpower, more effort in performing their duties.

1.9 Significance of the Study

A research on HRD practices and challenges is one essential side of evolution research. Therefore, the significance of this research can be showed from different beneficiaries view:

The basic significance of the study will support the policy formulating agencies and determination makers supply for due emphasis to HRD and launched different mechanisms in order to scale up and continuously upgrade the staffs expertise to improve organizations performance. Analysis and evaluation of is limited to the state administrative officials at the district in recent years.

The research regions will use it as a guideline to address issues and improve their understanding in HRD practices and other institutions which have similar issues can also extrapolate its findings. Analysis and compelling innovation method contents to improve the quality working of the state administration officials meet with the development of the district. Besides, this study provide solutions to improve the quality working of the officials at the district of period 2014-2020; at the same time, it will be served as a reference for further researchers for those who have a benefit in relation to this sector and it helps the researcher to acquire knowledge and skills.

Finally, Suggestion for further study: since HR improve study is one of a developmental study but researches are very limited in this region in both private and public sectors in Vietnam at large and in district 2 area in particular. Therefore, this research may pave the way for further studies to be proceeded especially, in the role of HR improve staffs performance, HR practice in private area organizations and comparative study in both private and public regions to investigate to what degree they are practicing HR improve and what lessons could be learned from one institution to the other.

1.10 Organization of the Study

The research is organized in to five sections. The first chapter introduces background of the research. In the second chapter, different related literatures are presented to create depth understanding towards the subject under research. Chapter three is concerned with the methodological part of the study. The analysis and discussions of major findings are indicated in the fourth chapter. In the fifth chapter conclusions, recommendations and implications of the research are made. Lastly, the references and appendices sections are attached.

CHAPTER 2

REVIEW OF RELATED LITERATURE

Doing a review of literature is a critical issue in order to create depth understanding of the research under study and it is used to build a foundation for important ideas. It also as part of research, used to describe the results of closely related studies and to establish the importance of the current study in relation to previous studies. This chapter, presents about different concepts so as to give comprehensive understanding about HRD. Accordingly, an overview, historical perspective, components, processes, principles, a strategic perspective, benefits, challenges, theories, empirical evidences and best experiences of some countries and the case in Vietnam in relation to the subject under study are discussed.

2.1 Human Resources Management Practices (HRMPs)

HRM practices can be classified according to whether the target is to run the employees or to rise their commitment to the institution (Walton, 1985; Wood & Menezes, 1998). The first type (control practices) is designed to raise institution efficiency while decrease labor costs. Practice controlled using strict rules, workflow, as well as financial rewards based on the results. Therefore, the rules, procedures, sanctions, bonus and control are the tools to implement strategies to manage the personnel.

Even without a clear list of such high-performance HRM practices, public and private organizations, in theory, should increase participation, and it was suggested that the best method possible is via increasing workplace dominion, information on the institution, prize, education and understanding of the work (Lindorff, 2009, p. 432). For that cause, the commitment of HRM practices are more probable to contribute to the performance of the staff rather than the aspects oriented towards controlling individual behavior. Ethical desired effect has been established by a lot of experiential analyses (Whitener, 2001). Daley and Vas (2005), in their research of a sample in the public region, identified seven general practice of strategic human resource management: (a) internal career ladder, (b) conduct formal training system, (c) results-oriented evaluating the effectiveness, (d) guarantee of employment, (e) the employee's voice and participation, (f) broadly defined jobs, and (g) performance-based compensation (Gould-Williams, 2003, 2007).

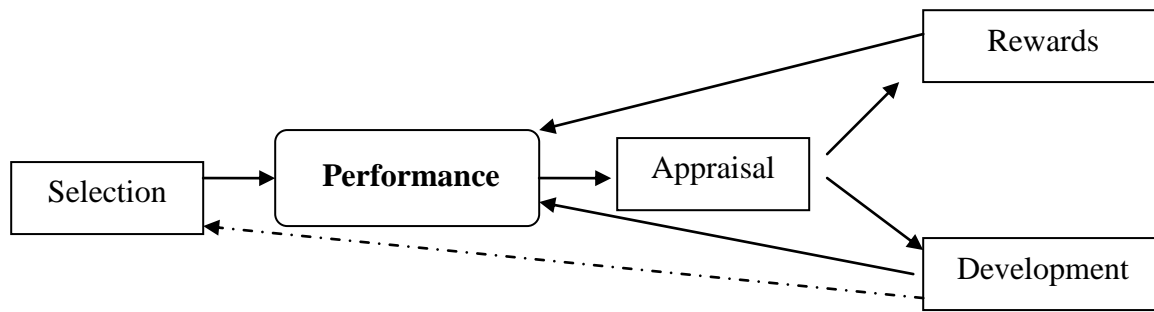
However, we should not forget the specific characteristics of the aspirations of the public agency. In this regard, the comparative study has repeatedly shown that public employees and private

sector are not the same, particularly in relation to the type of reward (monetary or non-monetary) that they prefer. Civil servants do not have a greater desire for intrinsic nonmonetary opportunities than their private sector (Blais, Blake, & Dion, 1990; Jurkiewicz, Massey, & Brown, 1998; Rainey, 1982, 1983; Rainey & Bozeman, 2000) and PSM may partly explain this result (Anderfuhren-Biget, Varone, Giaque, & Ritz, 2010; Bright, 2009).

Human resource cycle and its practices

The field of human resource management (HRM) has experienced significant changes over time depending on the social context and contextual. The progression of HRM has been called "personnel management" has pursued business careers in the USA (Brewster, 1995). The variation from staff management to HRM occur in the 1980s and institutions have emphasized their staff as valuable resources. The notion of HRM is mainly American, but today it can be reflect on an international notion (Brewster, 1995), which can be applied to other nation. Ferris et al. (1995) gave a very comprehensive contention of HRM as follows: "Human Resource Management is the science and practice that deal with the nature of the employment relationship and all decisions , actions, and issues related to the relationship”.

Based on the planned point of view, Schuler and Jackson (1987) proposed a menu for HRM practices which encompass six administrative: planning, staffing, evaluation, compensation, training and selection select development. Comparably, Fombrun et al. (1984) extend a model based on the four functions of HRM related to one another: employees, reward, training and evaluation. The model is called the "cycle of human resources" are described in Figure 2.1 Fombrun et al. (1984) suggest that the cycle of HRM is the continuous task and the effect is a function of all the components of human resources. While the notion of HRM methought very broad, it can distinguish some generally an agreed practices. As a mater of fact, most of the institutions are involed with the HRM practices as depicted by Fombrun et al. (1984).



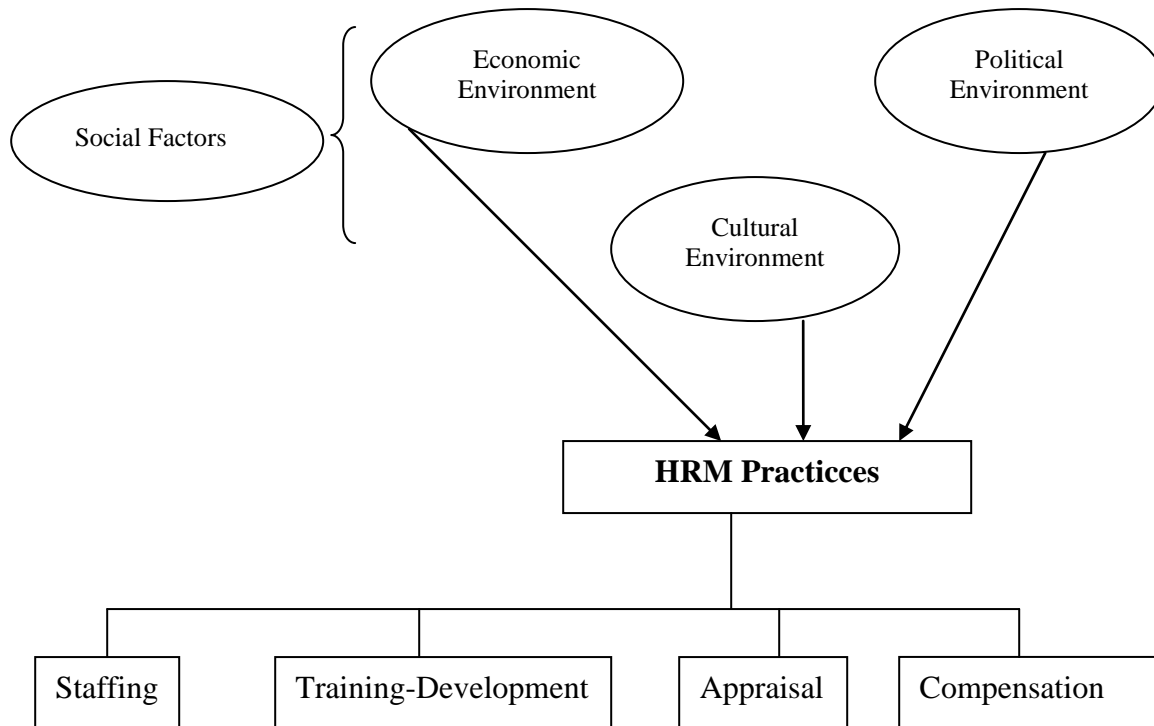
Source: Adopted from Fombrun et al. (1984)

Figure 2.1 Human resource cycle and its practices

Framing HRM practices and social factors

Globalization and emulative enterprise environment has exhorted the industry to be produced based on the initiative of the management of their HRM to introduce new commodities and new technologies (Shipton et al. , 2005). HRM practices can be almost everything along with administration of labor relations in the institution (Jackson & Schuler, 1995). According to Jackson and Schuler (1995), HRM practices include a system to attract, develop, motivate and retain staff to guaranteed operative perform and the subsistence of the institution and its members.

We accepted that the notion of HRM product mainly of the evolution of business in the USA, but it can be indorsed to other nation. Further tests showed that it could narrow the HRM for the four main functions: human resources, compensation, training, development and appraisal. Environmental factors such as country culture, political systems / regulatory, industry, unions and the labor markets are more capable to affect the operation of HRM (Gerhart and Fang, 2005; Jackson and Schuler, 1995). It is proposed that the industry and the labor market are involved to the economic system and legislation / regulation is formed by a set of political or cultural. By considering the essence of the outside factors and "Matching Model of HRM" (Fombrun et al., 1984), it can discriminate three groups of outside factors which affect four HRM practices. The outside factors are labeled cultural environment, economy and politics. (Figure 2.2)



Source: Yeganeh, H., & Su, Z. (2008)

Figure 2.2 Framing HRM practices and social factors

2.2 Public Service Motivation (PSM)

In the 1990s, the academic debate is mainly devoted to the definition of the notion of PSM. The first try was based on an hypothesis: The value must be considered as a potential force that allows employees to behave in a way that can bring great benefit to the organization. This claim has been established to combat the logical theory which stresses that human behavior can be fully explained by psychological mechanisms of self-interested individuals (Dardot and Laval, 2009). Thus, PSM "calls for a recommitment of the US with relevant value of government services, including personal sacrifice and duty for the public interest, given the real question the strength of the economic value to stimulate and direct human behavior "(Perry & wise, 1990, p. 367).

Thus, PSM was identified as motivation related mainly or solely with public services. Based on these assumptions such theories, the concept of PSM is described as a multi-dimensional structure. Therefore, the motor of public services can be set based on rational calculations (which people are ready to get involved in the process of strategy formulation or program committed for personal gain or

because they are in favor of a separate interest or any amalgamation of these), considerations based level (a posit to serve the popular interest, a feel of responsibility and fidelity towards the rights as a whole or even community justice), and emotional considerations (a program commitment based on the belief of the importance of social, patriotism, or benevolence). Then, the definition has been reappointed, and translated into a first-scale measures have been defined for the four-way operations: attractiveness to plans based on reasonable motives, commit benefit public emerge from the standard engine based on compassion is associated with emotional motives, and self-sacrifice are combined with a willingness to replacement service to others for individual reward tangible (Perry, 1996). Of course, the query of evaluation of PSM Construction resumes to be a "hot issue" in the scientific community (S. Kim, 2009; Wright & Christensen, 2009). Although the size of the original four were reflected on part of the PSM notion, some scholars have designed the PSM that adapt to suit a diversity of country contexts. new dimension to the specific institutional features of the country under the supervision developed by European scholars (Giauque, Ritz, Varone, Anderfuhren-Biget, & Waldner, 2011; Vandenabeele, 2008).

The motivation of civil servants has long been a theme of general interest, discussion, learning and attention. Recently developers to create a new featured topic. One is the "revolution of global public management," (Kettl 2005), driven by the government's search for a higher level of continuous power, service-oriented, and responsible.

Other development is the failure of the program to financial incentives is adapted from the private sector began in the late 1970s (Perry, Mesch, and Paarlberg 2006). A third development, there is a step up from the first two, the attention to the value of the bureaucracy as an institution and the normative order (Olsen, 2006). The intersection of this development will help to account for the development of academic interest in public service motivation. A long-standing problem in the study of motivation is that it has been focused on industrial organization and business (Perry and Porter 1982; Kelman 2005). Meaning of public service motivation varies between industries and sectors, but its definition has one thing in common about the motives and actions in the public domain be used to do good to others and the formation of social prosperity.

In areas such as public administration, public management and political science, public service motivation is used to consult a unique mechanism for public agencies act directly. Perry and Wise (1990) conducted study on public service motivation to build what they observed, a long-standing theory of public service.

Quote Elmer Stats (1988), former comptroller common of the United States, many scholars believe the public administration in a special public service that puts civil servants outside partners in other organizations. The most new endeavor to explain public service motivation comes from the study of Vandenberg (2007) in Europe. Vandenberg (2007) explain public service motivation as "beliefs, worths and attitudes that go overcome personal interests and the interests of the organizations, which are interested in the benefits of a political subject bigger and motivate individuals to act whenever appropriate" (p. 547). The starting line of this definition from the others is the addition of value as part of an organizational identity.

Although public administration and general management scholars have connected with altruistic motives of public services, sociologists and social psychologists call motivated public service term. Piliavin and Charng (1990) observed that altruism has previously been defined in conditions of cost, but they said that the incentives should be central to its definition. They wrote, "We have chosen to adopt a definition of most of the engine based on behavioral altruism as costly to the actors related to other emotional, relevant if an action is or appears to be driven mainly in the consideration of other people's needs rather than one's own, we call it altruism" (p. 30).

Perry and Wise (1990, 371) says that it is important to get a "better understanding of how the public service contributes to the engine and the performances held commitments." Since then, many researches have dealt with the connection between PSM and different outcome variable. For example, Brewer and Selden (1998) show a higher level of PSM involving more than willing to participate in the toot. Naff and Crum (1999) shows that the staff of PSM highly educated are more distinctly possible to be high performers, enjoy a higher job satisfaction, and less distinctly possible to give up work they. Crewson (1997) found a positive connection between PSM and incorporation commitment.

The direct connect between the PSM and result variables are supposed in literary lines, however, controversial. In a classic work, Vroom (1964) has sharpened out that there should be a fit between the characteristics and behavior of a person on one side and work on other areas. The lack of conformity between these aspects can have side effects. It can be seen in the documents as being stressed with the congruence between the motivations of workers and measures to promote awarded by institutions (Knoke and Wright-Isak 1982, 241) and several studies organizational psychology on the need for an environment (PE) fit (Kristof 1996; Tinsley, 2000; Verquer, Beehr, and Wagner, 2003; Hoffman and Woehr 2006 ; Kristof-Brown et al 2005) , with the fit between a person and the environment (organization, group, working) in which they work.

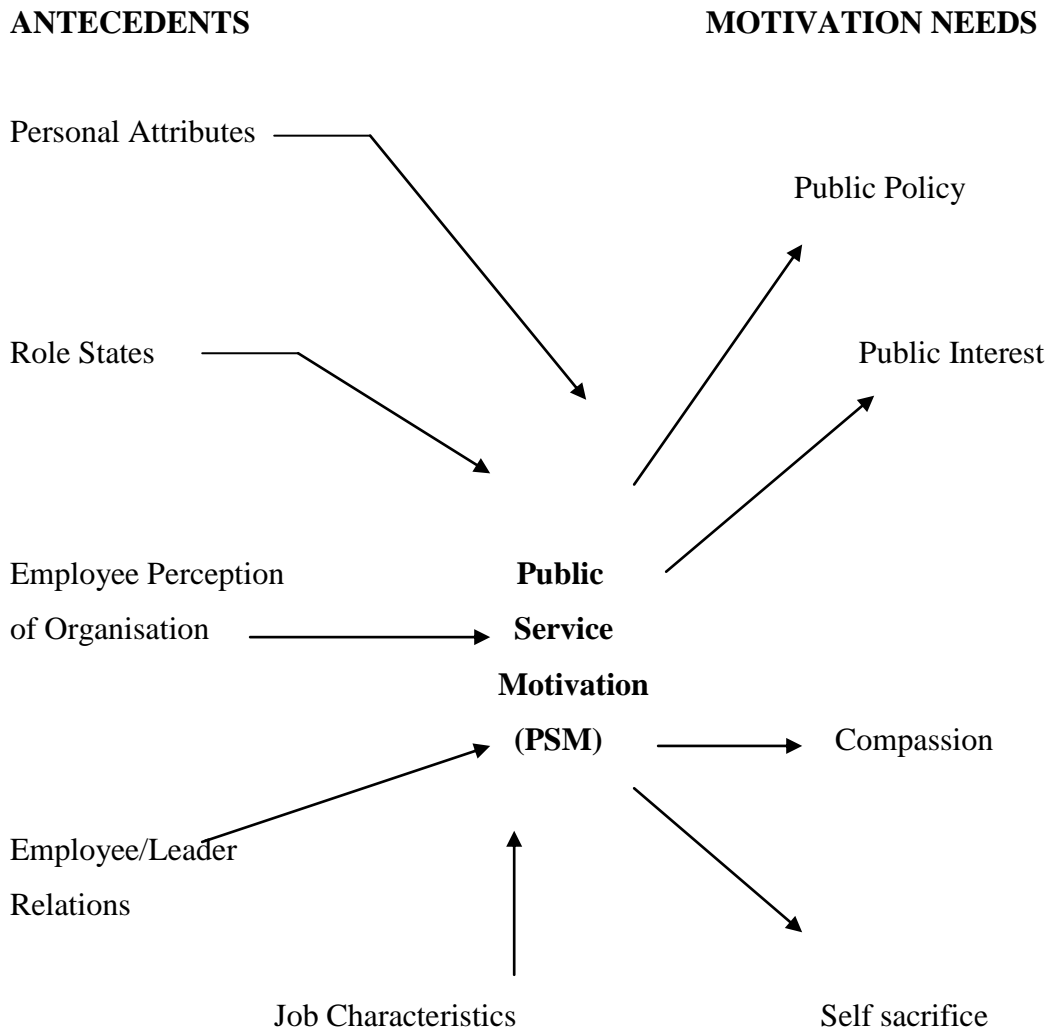
The concept of pro-social effects provide an understanding of how the motivation of public service staff can be increased. The effect of social support is especially important for public service staff, creating value difference in the lives of others (Perry 1996) and describes making a difference is an important source importance of the meaning and object in their work (Colby, Sippola, and Phelps 2001). The impact of social support mentions to the level to which staff make a difference in the lives of other people-the expanse to which labor endeavors to protect, promote, or contribute to others benefit (Grant 2007; 2008). The effect of social support is a core research topics on a wide range of basic personal actions and organizational practices towards the interests of other people, including citizens of the help and behaviors (for example, summary and Motowidlo 1986; Meglino and Korsgaard 2004), giving and generosity (ie, Wade-Benzoni, 2002; 2006), social responsibility (eg, Wood 1991), generativity (eg, McAdams and de St Aubin 1992), social contributions (eg, Keyes 1998), altruism (eg, Piliavin and Charng. 1990), volunteers (eg, Penner, Dovidio, Piliavin, and Schroeder 2005), care and social support (eg, Kahn 1998), compassion (eg, Dutton, Worline, Frost, and Lilius 2006), and collaboration (eg, Smith, Carroll, and Ashford 1995).

Relationship between the Antecedents and Public Service Motivation (PSM)

Hondeghem and Vandenabeele (2005) annotate that while there is no suspect that PSM is an empirical notion, the debate regarding PSM is relationship with the difficulty of pertinent it in theory, "rational choice " has reigned public administration and related fields of study (Zey, 1998). The core hypothesis of justifiable choice is any social activity was carried out to accomplish a specific target, and that the prices and profits of actions are calculated on the basis of reasonable (Zey, 1998) . Thus, this hypothesis recognizes that maximizing utility is the sole engine. Dunleavy (1991) shows that in the public administration, utilities can maximize service to maximize budgets and dominion. However, many research worker believe that the notion of PSM can not be fully entrenched in kind hypothesis.

In general, the documents show both traits context of history, society and individuals to supply a mixture of outcomes that are not always relevant. However, the context of motivation, related to the organization, job characteristics, and encourage organizations working environment tend to find a connection with PSM. These outcomes show that the perception of the organization's staff; employee relations leadership; and job attributes all have a positive impact on PSM, with fray and ambiguity states having a protest collision.

A conceptual style that various forms the foundation of this experienced research (based upon the literature review) has been describe to depict the connection between the chosen types of antecedents and PSM (Figure 2.3)



Source: Camilleri, E. (2007)

Figure 2.3 Relationship between the Antecedents and public Service motivation

2.2.1 The PSM of Korea

Most of the researches on PSM asserted the popularity of the PSM in the public region and its positive impact on behavior related to work. The goal of this research was to examine the arguments existing PSM and to explore the impact of the PSM on the conception of the role and responsibility of government staffs in the public area of South Korea . This will related significant investigation to see if

the PSM is more common in the public sector and if it has a positive effect on job satisfaction and organizational commitment. This will be identified by using the full version of Perry's PSM structure which, as discussed, is the best actual selection at this point is a measure of PSM. Studying on the relationship between the concepts role of government staff and PSM can shed some light on the unexplored regions of PSM theory.

Moreover, the theory trials in Korea PSM to extending its potential application as a scientific theory of motivation; Implications for the Civil Service Reform in Korea; a brief exemplification of the Korean bureaucracy was shown from historical and institutional perspectives (Young, 2001).

Traditionally, the civil service had been a highly respected occupation. In modern Korean history, government officials were regarded as the main agent which contributing greatly to the fast economic development of Korea since the 1960s. It was in a large portion possible, because, despite having fairly lower wages levels than the private region, the national government of Korean has attracted the best and brightest in the young labor force. The fact that, in recent years, the amount of criticism for alleged lack of capacity, administrative misbehavior and unexpected work attitudes such as risk - averse behavior has been increasing (Young, 2001);

Whereas, the Asian financial crisis in 1997, has given rise to administrative reform in the direction of the market is made by the Korean government since the early 1990s Returns Related programs and the open system position was explained in detail as civil service reform top priority for the government and business (Young, 2001). With the advent of democracy, the Korean bureaucracy is facing many challenges: in addition to providing efficient public services it was asked to respond better the needs of the people and to solve the situation of negative legacy of fast economic development as unequal income distribution.

2.2.2 The PSM of Hong Kong

Since the reunification of Hong Kong with China in 1997, the general form of the civil aftercare in Hong Kong has undergone considerable changes. public employees, mainly senior management staff once has been described as efficient, highly qualified officer, enjoy high reputation in colonial Hong Kong, now has begun to be regarded as inefficient, bureaucracy, enjoying unnecessary fully remuneration (Yung, 2014). This perspective was recapitulated by Scott (2005): "Instead of being rational, far-sighted, competent officials, who enjoyed high public esteem at handover in 1997, civil servants are now often portrayed as overpaid, underachieving spendthrifts who lead to the decline of Hong Kong because of their inefficiency" (p. 81).

It can understand there may be increased worries about whether Hong Kong public employees are self-interested, trying to maximize their own interests, to increase private power, prestige, and revenue, instead of being driven by the high ideal of serving the national and general (Hughes, 1994). In fact, very often, an officer does not simply have a motivation, be it PSM or any other motivation, but a mixture of motivations (Taylor, 2007), including internal and external. It would be useful to the general and government to know whether Hong Kong, general officials, including general staff and non-civil service contract (NCSC) staff (as stipulated by the Government), have a full degree of PSM (moral or value).

2.2.3 The PSM of Pakistan and Malaysia

When analyses were made for private and public universities, it is obvious that the number of points of achievement motivation is more in the teaching departments of Malaysian private and public region than in the teaching faculties of Pakistan. But the performances and job satisfaction of university teaching faculties of private sector of Pakistan and Malaysia do not differ. The difference in achievement motivation between two cultures may be due to the multicultural society of Malaysia, as Rowley and Bhopal (2005) consider it as a kind of colonial production of multicultural society. Here, the teaching departments from many different cultures, so it is not easy to adjust in an environment where students come from different ethnic background work, but they can be motivated to work hard to achieve the desired objectives. So their achievement motivation is relatively more than the teaching departments of Pakistan. Now, Results achievement motivation is contradict the work of Shaari et al. (2002) regarding teachers Malaysia. They found no substantial difference between the overall workflow motivation and different job performance as well as achievement motivation with different job performance.

One important thing to note is that in spite of good performance of the sector Pakistani public teachers, implementation of public sector teachers Malaysia is significantly better. Although Pakistan has increased the education budget and a wealth of amenities are provided to teachers to update their knowledge since 2006 by Higher Education Commission (HEC) Pakistan, unfortunately the performance of public sector teachers Pakistan is not equivalent to public sector teachers of Malaysia. One reason may be that in Pakistan before 1984-1985, public expenditure on education was less than 2% of GNP (Mushtaq, 2002); increased of 2.5% can be seen in recent years here (Hussain et al, 2006). Therefore, the benefits and facilities offered to teachers in the public sector in 2006 may have had time to show its positive effect on productivity. Moreover, rates of teacher performance was last two years

and was not just the few days, while their job satisfaction was measured by their current condition that was teachers own perception, but how much they are satisfied with their job, while their efficiency evaluation was given by their the Heads of the Department (HODs).

Higher Job satisfaction of public over private area university teachers as stated previously is due to advanced facilities provided to public teachers by HEC Pakistan in recent years. In order to increase performance of the teachers, advanced insole achievement motivation and to increase job satisfaction in public region universities; they have been provided with countless facilities which are sufficient for public region teachers to make them satisfied with their jobs. In contrast to the results reported by Iqbal and Hussain (2003), the Pakistani non- government bank executive are more satisfied than government executives. This difference in findings may be due to difference in jobs and status of staffs.

2.3 Effectiveness

The effectiveness of organizational. Of course, it is not easy to take a completely accurate representation of the organization with an investigation. "Objective" expression evaluations are difficult to integrate in a major survey and are not currently available (Alonso & Lewis, 2001). For this reason, earlier studies dealing with organized activities used indirect strategies using self-report items. For example, Vandenabeele (2009) using a set of four items on self-reported performance. Leisink and Steijn (2009), by contrast, only one is used. In this research, performance organization is measured through the lens of personal perception of the effectiveness of the organization. Of course, perceived effectively organize can not be regarded as an adequate definition of organizational performance, but it made up a vital dimension of it anyway.

Organization Innovation (OI)

Organizational innovation was broadly defined as the application of new ideas or behaviors to the adoption agencies (Damanpour and Evan, 1984). Since innovation is conceived as a means of changing an organization, or as a reaction to changes in the external environment or as a pre-emptive action to influence the environment. A literature review indicates that OI can be divided into two distinct categories: (1) technical or technological innovation; and (2) administrative innovation (eg, Chuang, 2005; Damanpour and Evan, 1984;. Damanpour et al, 1989).

Due to the importance of innovation for competitive edge of an agency, some researches have tried to determine the possible premise of innovation. The documents exist already heading these factors: personal, organizational, and environmental factors (Damanpour, 1991; Damanpour et al., 1989). Of all the anticipated potential of innovation, transforming the organization has been argued that

there is a key role (Damanpour, 1991). Of organizational variables, the document highlights the role of HRM practices as an important input for organizational innovation (Jiménez Jimenez & Sanz- Valle, 2005)

2.4 Quality of human resources and influence factors in Vietnam

2.4.1 Quality of human resources

In Vietnam, being aware of the role of human resources in the economic development, the Government has directed that “regarding human factor as basic factor for fast and sustainable development”. On the other hand, Vietnamese Government affirms that human resources are “labor force who are intelligent, skilled, have noble characters, trained, and developed by advanced education in connection with modern science and technology.”

In the context that Vietnam economic is developing fast and integrating into the economy of the region and the world, Ho Chi Minh City becomes an economic, political center of the country which has been approaching to advanced management system, contributing to quality improvement and manufacturing and trading efficiency. Improving the quality of administrative officers is an important and urgent demand in the integration process, in general and the administrative reform in Vietnam. According to Vietnamese dictionary, quality refers to the combination of basic properties and attributes of a fact which makes it distinctive from other facts. Besides, according to TCVN ISO 8402, quality refers to the combination of specific characteristics of an entity making it able to meet explicit or implied demands.

Within the scope of the study which focuses on the quality of civil servants, the quality of civil servant can be interpreted as the ability to solve problems in all fields, to meet demands for administrative services of individuals (clients) and institutions. Thus, criteria for assessing quality of administrative civil servants are various: the rate of exact settlement of documents in accordance with regulations in terms of time, process and procedure; the measurement of people’s satisfaction with administrative services, with service attitudes of officers, with performance time, etc.

Quality of human resources generally refers to specific characteristics such as physical strength, mental power, skill, moral manner, lifestyle and spirit of human resources. In other words, it refers to education, health, professional skill, occupational structure, social background and etc of human resources, of which education is important because it is the basis for professional skill training and the factor for the formation of personality and lifestyle of a person (Ho & Nguyen, 2013).

2.4.2 Factors affecting human resources

Quality of human resources is a general criterion, affected by lots of factors, some of which are tradition, mobilization of the society but mostly formed by education, training, occupation, income, labour productivity, social relation, etc. Major factors affecting human resources are:

Increase in population size: makes population quality and quality of human resources decrease; by contrast, decrease in population size makes quality of human resources increase. Big population size limits the socio-economic growth because when population increases, investment in human resources decreases, which makes GDP per capita growth slow down, number of labour force increase and puts pressure on demand for income and jobs and social issues such as health and education. Therefore, to improve quality of human resources, population growth rate should decrease (Nguyen, 2015).

Socio-economic development: When the economy develops, people's life is improved; people have conditions to improve their physical strength, to invest in professional skill, life expectancy increases. On the other hand, the developed economy hastens globalization process, international trade integration which always requires improved human resources to meet development demand in the world. So, the socio-economic development sets up a demand for human resources development and in turn human resources development is the prerequisite for the socio-economic development (Ho & Nguyen, 2013).

Education and training: The development level of education and training is one of the most important factors affecting quality of human resources. It not only determines cultural level, professional and technical skills of labourers but also affects health and life expectancy of labourers through such factors as income, awareness and handling of economic, social and scientific information. The higher the development level of education and training is, the bigger the size of human resources; education and training is the basis for increased rate of trained labourers in the economy. Thus, developing education and training is the only way to improve quality of human resources in current context (Ho & Nguyen, 2013).

Macro-economic policies of the state: The state makes policies to create legal environment to influence quality of human resources by education and training policies, salary regulations, labour regulations, social insurance, recruitment policies, etc. In Vietnam, macroeconomic policy is extremely important impact on the quality of human resources such as wages low current, low pensions and etc good persons do not work in the state apparatus. Along with the socio-economic development of the

country, the system of state policies is better, suitable to practice and encourage people to actively work and study (Nguyen, 2015).

2.5 Advantages and difficulties in improving the quality of state administrative officials in district 2

Advantages

Build and enhance the quality for officials is one of the objectives of the overall Program of state administrative reform in the period 2011 - 2020 was approved by the Vietnamese Government. Implement well the program in order to improve the quality of officials in each agency, each locality will bring a practical effect; create consistency in the overall implementation of the administrative reform program of the Government; In the context of our country's open economy and globalization trends in all over the world, Ho Chi Minh City is one of localities leading in innovation and reform, in there, the most positive change step has created an urgent need of checking and building a high quality official teams, because man is the most decisive factor for the industrialization and modernization of the country . This is also an opportunity for district 2 to improve the quality for administrative officials (Ha, 2013); The process of international and region integration has created more favorable conditions in cooperation, opportunities for experience exchange in the development of a strong official team including quantity and quality, creating the basis for further research, innovation on mechanisms and policies to build a professional civil servant team in accordance with mission requirements of an urban district (Nguyen, 2015); Currently state administrative civil servants of the district are mostly young, well-trained, dynamic, creative, knowledgeable, always to acquire new ideas, trained and challenged for each grown-up step etc. who are supposed to meet the requirements and tasks in the new period.

Difficulties

Administrative apparatus is now in the process of reforming organization and operation mechanism. Authorities, duties, requirements on necessary professional standards for each type of civil service have not been standardized, the "output" product of the training process, fostering for officials in district 2 and Ho Chi Minh City remain quite general (Ha, 2013). It is possible to say that the immediate training only helped the officials who are not eligible for (degree) to become qualified for working positions in accordance with degree, affect much on the enough officials training for quantity, high quality on the fields to meet the requirements of sustainable development of the district and city (Nguyen, 2015); State administrative product status is not much enthusiastic in working, work resolve is not according to the process occurred more; inspection task of all levels have not been carried out regularly so there is still indicated as "inertia", a considerable number of civil servants still has idle

spirit; Innovative conception of building the state administration civil servants is not through, there lacks of regular basic and determination in implementation because older civil servants are afraid of losing their jobs and that young civil servants will be better than them; The scale structure in the professional agencies is still unreasonable, the majority civil servants are at staff level, there is very limited number of civil servant are at senior specialist level. This makes the district shorten a good expert team in the field of technical expertise, strategic advice for the district (Ho & Nguyen, 2013).

On the basis of the assessment of actual state of administrative civil servant quality of district 2 to draw out the advantages, limitations, strengths, weaknesses, along with the weakness and limitation causes in the quality of professional civil servant team, as well as to see the advantages and difficulties in the construction of civil servant team, the need to find comprehensive and feasible solutions to build and improve the quality of qualified and competent civil servant team to be suitable for new tasks who are responsible and dedicated for serving the people, positively contribute to successfully perform the district's administrative reform program, to make district 2 strong, more comprehensive and sustainable to grow (Ho & Nguyen, 2013).

2.6 Human Resources Management Practices (HRMPs) and Public Service Motivation (PSM)

As indicated, the forerunner of organized PSM has been majority ignored by public management scholars. However, some scholars have studied the link between work and PSM motivation; they have clearly demonstrated that the intrinsic motivation related to PSM, while the motivation to work outside or was not related to PSM or related to a lower level (Anderfuhren-Biget et al, 2010; Houston, 2009). This point is especially important for our research. Leonard Bright (2009) investigated the reasons that public officials do not have proper internal bonus cash than those in and outside. His findings that "civil servants are not only concerned with essentially no chance of currency, but they also want some kind of opportunities more than others " (Bright, 2009, p. 27). Moreover, his research shows PSM is a vital predictor of dislike of the internal currency. If we relate the experimental results to other studies, which have shown that the public agency wish more willing to work intrinsic motivation than their private partners (Jurkiewicz et al, 1998; Kalleberg et al, 2006; Lindorff, 2009; Rainey, 1983), it is very likely to HRM practices support promotion work will be positive intrinsic related to PSM to a level magnitude than encourage work outside. This brings us to the first hypothesis of us:

Hypothesis 1 (H1): HRMPs has a positive effect on PSM

2.7 Human Resources Management Practices (HRMPs) and Effectiveness

The hypothesis that actively link to the organization performing PSM was determined from the start of the study the opinion PSM. However, experimental proof is mixed and assumptions that PSM is a predictor of significant direct and performance of employees in public institutions have not been supported by empirical research available hitherto. For instance, Alonso and Lewis found conflicting results using data from two large templates of US federal employees. Using a design to compare two samples, they explained that although PSM was actively involve evaluating the effectiveness of the respondents in a sample, no substantial relationship was found in the other samples (Alonso & Lewis, 2001). Furthermore, Skin (2005) showed that in the study of Korean public staffs that organizational performance is influenced by four factors predicted attitudes, which we find job satisfaction (JS) , organizational commitment (OC), organizational citizenship behavior (OCB), and, eventually, PSM. In other words, it was very likely that the intermediate structure as JS attitude, OC, or OCB interfere in the relationship between PSM and performance organization. The hypothesis of this intervention is supported by other researches on this topic. For example, Bright's (2007) study showed that PSM did not have a significant direct impact on the performance of staffs when the organizational fit (PO fit) PO fit was taken into account. Furthermore, in a survey of the public agency of Belgium, Vandenabeele (2009) found that the association between PSM and performance organization is mediated by OC and JS. In summary, there is clear experimental proof that an intermediate variable interfering with the link between PSM and assumptions personal or even organizations represented. Therefore, we also analyze the effectiveness of this interaction suggests the impact of the PSM on organizational efficiency awareness.

Based on the conclusions of the previous parts, high-performance HRM practices are related to the performance of the organization (Benson & Brown, 2007; Delaney & Huselid, 1996; Huselid, 1995). Moreover, and in line with empirical validation from public institutions, public agents are more likely to want any intrinsic reward in work than those outside. Empirical evidence has led us to develop the overall hypothesis of this study:

Hypothesis 2 (H2): HRMPs has a positive effect on POE

2.8 Public Service Motivation (PSM) and Effectiveness

If now we move on to the relationship between PSM and performance organization, it appears that this connection is more complex. No experimental events can be found in the literature exists to validation an immediate and actively association between PSM and performance organization.

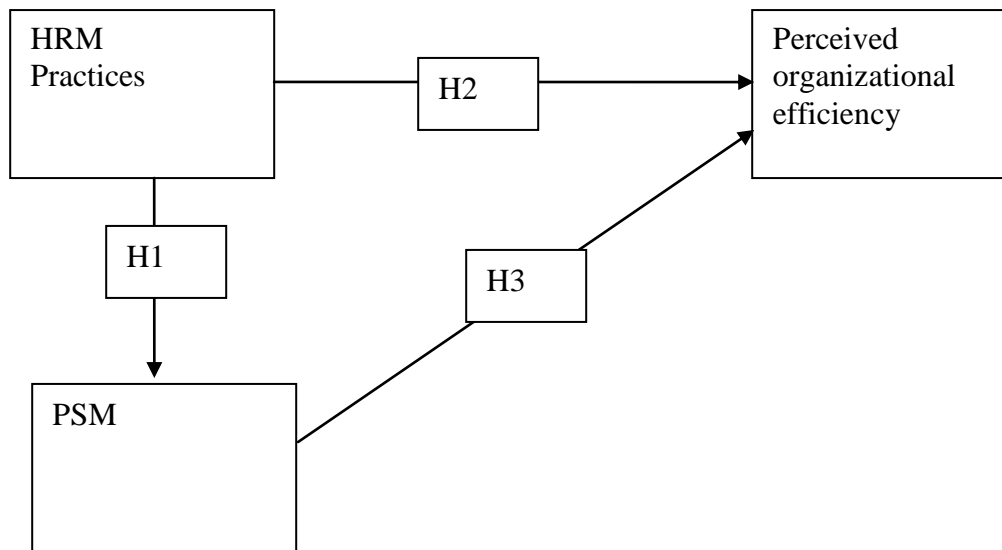
Nevertheless, some researches have shown that PSM can have an indirect impact on the activities organized as attitudes toward work are taken into account. JS and OC is the attitude towards work which has been shown to interfere in the relationship between PSM and self-reported performance (Vandenabeele, 2009), while the same results concerning PO fit in the relationship between PSM and job performance (Bright, 2007). So far, almost no evidence that PSM can have a immediate influence or personal accomplishments or organization. In the opinion of these findings, we decided to introduce a measure of personal attitudes to work in this research. Thus, the OC will be considered here as a variable-censorship among PSM and individual perception of the effectiveness of the organization. In other words, when dealing with the relationship between PSM and personal perceptions of effectively organize, we will introduce OC to test our hypothesis about a metamorphosis of intervention.

However, to make clear the effect of OC, we must make an assumption to say that PSM related immediate to effectively organize awareness:

Hypothesis 3 (H3): PSM has a positive effect on POE

2.9 Research model

Base on above literature reviews, the relationship between factors affect to HRD is briefly described in the figure below:



Source: Giaque et al (2013)

Figure 2.4 The research analytical model in improving HR

Note: HRM= Human resource management; PSM=public service

Hypothesis 1 (H1): HRMPs has a positive effect on PSM

Hypothesis 2 (H2): HRMPs has a positive effect on POE

Hypothesis 3 (H3): PSM has a positive effect on POE

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Study design and methodology is very important to help the researchers how to solve study issues and supplies the general structure for the procedures that the people of research should follow. It is also very primarily to obtain meaningful data to achieve goals of the research. Therefore, this chapter show the study regions described, philosophical research, design and strategy, data sources, data collection tools, sample design and sample size, data processing procedures, data analysis instruments and ethical considerations of research.

3.1 Description of the Study Area

3.1.1 Ho Chi Minh City

Ho Chi Minh City is situated in the center of South Vietnam, 1,730 km away from Hanoi Capital to Southwest. It is the largest city of Vietnam with sufficient road traffic, waterway, railway, airway and the big economic traffic center connecting local and international provinces. The city has an area of 2,095 km² and a population of over 8 million people. Ho Chi Minh City acts as the motive force of the national economy. The city makes up 0.6% of the country area and 8.34% of its population but over 20.2% of total products, 27.9% of industrial productive value and 34.9% of foreign projects. In 2014, GDP was approximately 9.2%, of which service sector made up 10.8%, industry and construction sectors made up 9.2%, agriculture, forestry and aquiculture made up 5%. Average GDP per capita was 3,700 USD. The economy of Ho Chi Minh City is diverse in fields, from mining, aquiculture, agriculture, argo-industry, construction to tourism and finance, etc. With regard to economic structure, public sector made up 33.3%, non-state sector made up 44.6%, and the rest is foreign invested sector. With regard to economic sectors, service sector made up 51.1%, industry and construction made up 47.7%, agriculture, forestry and aquiculture made up 1.2% only.

3.1.2 District 2

District 2 is among 24 districts of the city, situated in the northeast of Ho Chi Minh City, with a natural area of 5 km², a population of approximately 150,000 people.

There are over 100 joint stock enterprises, 3,066 non-state enterprises and over 6,500 individual household businesses in the district. However, the number of enterprises in the district is small compared to the central districts of the city.

Economic targets achieved in 2014:

- Revenue in trade – service sectors was 33,435 billion VND (equivalent to 1 billion 672 million USD).

- Productive value of industry and craft industry was 12,436 billion VND (equivalent to 622 million USD).

- Agricultural production: value is regressive by urbanization process, most of farmer households change crop plants (orchids, apricot blossoms, decorative plants), domestic animals (ornamental fish) to meet the need of urban life.

3.1.3 The role of district 2 in the development of Ho Chi Minh City

The socio-economic development strategy of the city is to lead District 2 to urbanization quickly, focusing on building Thu Thiem new urban area (with an area of 800 ha) and make it become an urban, economic and financial center of the city in the future.

The planning task of District 2 is to become an enlarged urban district with basic functions in residence, trade – service, culture, sports and industry, service port with increased value.

General socio-economic targets to be achieved by 2020 are:

- Create powerful changes in growth quality, competitiveness, manufacturing and trading efficiency; further transformation of economic structure, labour structure towards increasing density of service – trade – industry.

- Mobilize maximum capital for economic and social investment.

- Strengthen laws in urban management.

- Continue to develop administrative reform effectively. Improve efficiency and validity of the bodies directly under District 2 People's Committee.

Thus, to successfully achieve above targets, improving the quality of civil servants at District 2 People's Committee to achieve the goals of administrative reform, socio-economic development is the top task of District in the coming period.

3.2 Measurement scales

The questionnaire of this research consisted of 27 survey questions which were structured into two sections: section A and B. It was inherited from many studies before and was converted to be suitable with the content and purpose of the research. Below table will show the items in the questionnaire.

No.	Description	Number of variable	Scale
Section A: Personal information			
1	Gender	1	Nominal
2	Age	1	Nominal
3	Marital status	1	Nominal
4	Education level	1	Nominal
5	Hierarchical level	1	Nominal
6	Tasks	1	Nominal
7	Job tenure	1	Nominal
8	Income	1	Nominal

Section B: Evaluation of HRD

1	Human Resource Management (HRM) practices	8	Likert – 7 levels
2	Public service motivation (PSM)	8	Likert – 7 levels
3	Perceived organizational efficiency (POE)	3	Likert – 7 levels

Table 3.1: Description of variables and scales

Construct	Variable	Questions	Source
Human Resource Management (HRM) practices	HRM1	It is important that I have high job security.	Adapted from Giauque et al (2013).
	HRM2	It is important that I have high performance-related pay.	Adapted from Giauque et al (2013).
	HRM3	It is important that I have good career prospects.	Adapted from Giauque et al (2013).
	HRM4	The coworkers of my organization are treated in a just and fair way in all the domains of staff management and independently of their personal characteristics.	Adapted from Giauque et al (2013).
	HRM5	It is important that I have varied	Adapted from Giauque et al

		work.	(2013).
	HRM6	It is important that I have some influence on important decisions.	Adapted from Giauque et al (2013).
	HRM7	It is fundamental that there is a personal interview of evaluation that allows me to define my objectives of performance.	Adapted from Giauque et al (2013).
	HRM8	I receive from my employer the necessary support to develop professionally.	Adapted from Giauque et al (2013).
Public service motivation (PSM)	PSM1	I am very interested in politics.	Adapted from Giauque et al (2013).
	PSM2	I like to discuss political subjects.	Adapted from Giauque et al (2013).
	PSM3	It is important for me to contribute to the common good.	Adapted from Giauque et al (2013).
	PSM4	I consider public service my civic duty.	Adapted from Giauque et al (2013).
	PSM5	Most social programs are too vital to do without.	Adapted from Giauque et al (2013).

Perceived organizational efficiency (POE)	PSM6	I am often reminded by daily events how dependent we are on one another.	Adapted from Giauque et al (2013).
	PSM7	I am one of those rare people who would risk personal loss to help someone else.	Adapted from Giauque et al (2013).
	PSM8	I think people should give back to society more than they get from it.	Adapted from Giauque et al (2013).
	POE1	In my organization, we work by simplifying the working processes.	Adapted from Giauque et al (2013).
	POE2	During the past 2 years, productivity of my organization increased.	Adapted from Giauque et al (2013).
	POE3	In my organization, there are clear objectives that aim to answer and satisfy the expectations of the citizens or customers.	Adapted from Giauque et al (2013).

Table 3.2: List of construct and variable of items in section B

The questionnaire was adapted and developed in English, then was translated into Vietnamese to distribute to respondents.

3.3 Research Philosophy Selection

To get acquainted with the philosophy of study is very significant to determine the most appropriate methodologies. In turn, most relevant study methodologies have paramount importance to

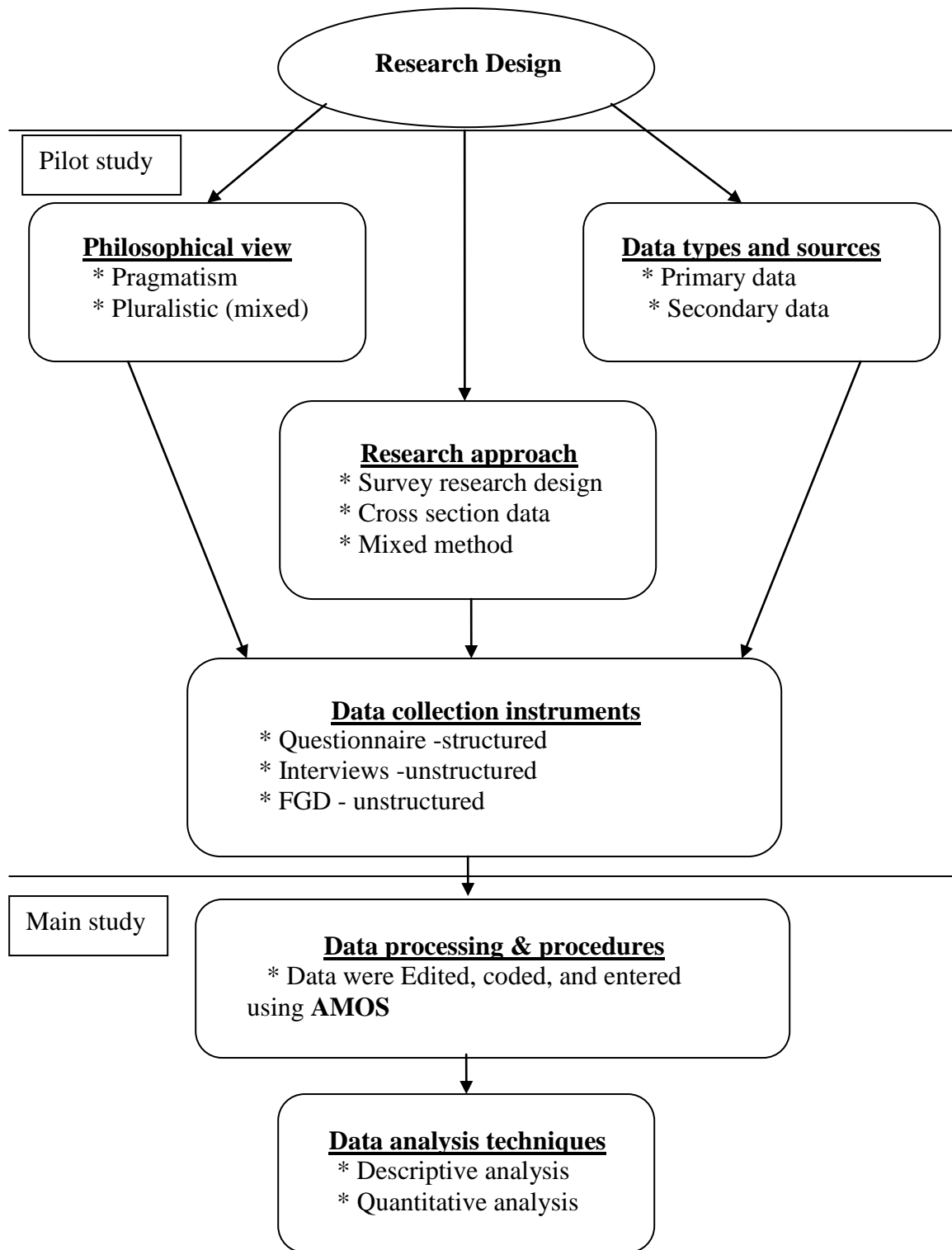
gather the appropriate data to address the research goals. According to Creswell (2008), there are three main study philosophies including positivism, constructionist and pragmatic that the researchers should investigate in choose the fit methodologies for their researches. In this study, the researchers chose one of pragmatism. This is because the researchers mixed method, pragmatism will open the door to a variety of methods, different worldviews, and various assumptions, as well as different forms of the collection and analysis of data. As a philosophical foundation for the composite methods researches Patton (1990); Tashakkori and Teddlie (1998); and Morgan (2007), conveyed its significance to the attention focused on the study issue in social science study and then using diversity approaches. That is why pragmatists do not see the world as a sheer unity (Creswell, 2003). Similarly, composite method allowed the researchers to consider multiple approaches to collecting and analyzing data rather than subscribing to only one way of quantitative or qualitative (Creswell, 2008). Therefore, in composite methods study, research using quantitative and qualitative data as they work to supply the best understanding of a study issue.

3.4 Research Design and Strategy

The study design is a print for the selection of sources and types of data related to the research question. It basically, supply answers to questions such as: what techniques are used to collect data? and what kind of sampling to be applied? (Zikgmund et al., 2003). To collect the data the researchers used survey study design. This is because the probe design is more appropriate to conduct studies using large numbers of people questioning attitude and their opinions on the specific problem, event or phenomenon (Marczyk & DeMatteo, 2005). Besides, when the researchers performed the data collection, it also allows the people of study to manage effectively and manage the tasks. The research applied cross-sectional investigation since the data were collected at one point in time from the sample respondents to describe the total civil servant in district 2.

With regard to study strategies, the research used both qualitative and quantitative ones. Now a day's combined method is a regarded as an instrument to triangulate the outcome of only approach through multiple methods (Johnston, 2010). A quantitative method was chose because it is considered as an effective to collect large data and comprehensive problems at a specified period of time (Ngwenya, 2010). While the qualitative method was chose based on the assumption that it allows the researcher overall meanings and phenomena within the real scene of the research participants and to fill the gap left by the quantitative one (Kothari, 2004). Thus, mixed method was accepted in order to make the research more trustworthy through triangulation.

The research includes two main stages: Pilot Study: is desk research and group discussion to clarify measure scale and develop questionnaire. Then the questionnaire will be tested with small group of people to double-check its applicable and reasonable before implementing actual study and Main Study: collecting data through mail surveys and personal interviews. The research process is illustrated in the Figure 3.



Source: Adapted from Creswell (2008) with own modifications

Figure 3: Summary of the overall research design and methodology

3.5 Data Types and Sources

As stated in the previous section, the research used data both qualitative and quantitative. Since, using both types of data is vital to compensate the restrictions inherent with one method with the strength of other method (Creswell, 2003). The research employed both primary and secondary data sources to get consolidated data so as to achieve on concrete findings. The primary sources of data were gathered from the respondents currently working in their respective region bureaus. As part of primary sources data were also received from key informants and discussants. To supplement the primary data, secondary sources were gathered through consider expanding of published and unpublished documents. In addition, the principles of HRM, staff training and guidance of proceedings of the topics under study were used. Important documents such as national policy, strategy development and academic journals related to the research objectives were considered to enrich the findings of the research.

Besides, there are some research methods is used, for example, Survey and statistics methodology; Comparison method; Methods of system analysis; Methods of sociological investigation, and etc.

- Secondary data: data collection at the district People's Committee and in specialized units attached, the legal documents, information on the journal, and etc.

- Primary data: The information and data collected by a questionnaire survey of the state administration officials at the district, from the people to do the administrative procedures at the district (survey questionnaire).

3.6 Data Collection Instruments

To increase the width of the information taken from the respondents concerning the HRD practices and challenges in the selected region bureaus this research used three kinds of data collection tools.

Questionnaires: in this research structured question list prepared in the form of Likert scale was used to take the essential data in relation to the practices, administration, and awareness of staffs and challenges of HRD from the sample respondents. Such data collection instrument was developed in order to gather large data and avoid pressure on the respondents (Creswell, 2003).

Interview: it is an adaptable way of searching things out. The human language is very available in opening of what lies behind people's action (Zikgmund, 1994). Interview admits person-to-person debate that can lead to advance insights in to respondents' thoughts, feelings and behavior on

impressive problems of HRD. Another useful that can be derived from the interview is its flexibility in expressing different standpoints on the issue under research. The participants were chosen through judgmental method because of their vicinity to accomplish the problems.

Focus group discussion (FGD): This was done in such a way that after having the required data from the valued informants through interview, unclear ideas and information connection the subject under research were further reviewed. The researcher proceed one goal group debate in each twelve separate area bureaus with participants to collect relevant and updated data towards the subject under research.

3.7 Sampling Design Procedures and Sample Size Determination

The research employed twelve regional public sector bureaus as the research regions, including Office, Department of Home Affairs, Department of Urban Administration, Department of Natural Resources and Environment, Department of Justice, Department of Inspections, Department of Finance – Planning, Department of Economics, Department of Culture, Information and Sports, Department of Labour, Invalids and Social Affairs, Department of Health and Department of Education (According to *Report on actual state of civil servants in 2014 of Department of Home Affairs in District 2*). In the determination of sample size the three criteria were very essential to collect the necessary data from sample respondents. These included the degree of accuracy, the degree of confidence or risk and the level of variability in the attributes being measured that enable the researchers to determine fit sample size (Miauous & Michener, 1976). Thus, by regarding these problems sample size to gather data through questionnaire for this study was determined by using Yamane' s (1967) formula. The researcher deemed need to take independent sample for each regional public area bureau to make sure fair representation because bureaus have different number of staffs. Thus, the sample size for each regional public sector was calculated using proportion. The research employed proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the staffs in public region. Therefore, proportional sample size from each stratum was calculated and it is 199 sample. Including:

Sample size: with 19 variables and 8 independent variables; min sample size required to run EFA: $n = 5 \times 19 = 95$ and min sample size in case of multiple regressions: $n = 50 + 8 \times 8 = 114$

Therefore, 230 surveys were distributed, Questionnaires were directly distributed to civil servants who were working in public sector 221 responses (2 not valid + 119 valid)

Having employed such number of sample respondents, the questionnaire was divided by using simple random sampling (lottery method) to get each respondent from each regional public area bureau based on sample frame (list of staffs). This sampling technique was collected as it gives each member of officer equal chance of being selected and homogeneity of staff characteristics. Thus, the application of simple random sampling is fit whenever the objective staff has such characteristics (Creswell, 2003).

3.8 Data Collection Procedures

To collect the data necessary in relation to the practices, awareness of the staffs towards HRD, how HRD is administered and challenges initial visits were made in research region bureaus. During this period, secondary data sources related to the subject under research were reviewed and debates were also held with the respective employee on how and when to make disputations with the respondents. In order to administer data gather via questionnaire the researcher chose twelve head of department and gave them one day discussion with regard to the entire target of the research. Then, the questionnaire was administered in the selected regional public bureaus during working and relaxes hours (Monday to Friday) through the manager's close supervision. This is because the respondents were available only during working days in morning and afternoon. After data were collected using question list the interviews and concentrate group debates were conducted by the researcher with key informants and discussants. To this end, the researcher has successfully completed the fieldwork by creating smooth relationship with staffs working in the area bureaus.

3.9 Data Processing and Analyzing

Following the accomplishment of data collection process data was conducted via filtering inaccuracy, inconsistencies; inadequate and illegibility of the raw data to make analysis very easy. Solving such issues manual editing, coding, data entry, and consistency checking were done. To analyze data both quantitative and qualitative techniques were used. The data obtained from question list were analyzed via quantitative descriptive statistical instruments such as percentages and frequencies, mean and standard deviations using AMOS version 20.0 computer software; While qualitative data collected through interviews and focus group debates were analyzed qualitatively in sentence form. Finally, the results were debated and explained to draw important conclusions, recommendations and implications.

3.10 Data analysis method

Total 199 responses were used for data analysis. Amos 20 was used to test the model. In the first part, Cronbach's alpha tested the reliability for each measurement component separately. Considering the convergent and discriminated validity, the in appropriate items would be removed if necessity. In second part, the author ran Amos 20 for CFA and SEM with purpose of enhancing the value of the model. The CFA results would indicate the model fit if CMIN/DF was less than 3 with p-value larger than 5%, GFI, RFI, and CFI were larger than 0.9, and RMSEA was smaller than 10%. Based on composite reliability (CR), the author evaluated the measurement scale's reliability and used average variance extracted (AVE) to conclude the convergent validity and the correlation between items (r) to identify the discriminated validity. Then structural equation modeling (SEM) was used to test the hypothesized model and was applied to estimate path coefficients for each proposed relationship in the structural model.

3.11 Ethical Considerations of the Study

In the first place, the department censored the thesis proposal. Besides that, the researcher followed logical referendums in every phase of data the processes of collecting. Accordingly, the respondents were introduced about the target of the research then informed the approval of the respondents and responsible officials of the area bureaus covered by the research was collected to discuss with and interview them about the subject under research. Thus, on the basis of these ethical standards, endeavors were made and confidentiality would be guaranteed and kept throughout the procedure of this study work.

CHAPTER 4

DATA ANALYSIS AND RECOMMENDATIONS

This chapter presents the discussions and analysis of the feedbacks gathered from the respondents through questionnaire, interview and focus group discussion. The study tried to assess HRD practices and challenges in selected regional public bureaus in district 2. In this chapter the major findings of the study were analyzed and discussed in line with the stated specific objectives that lead to draw conclusions and recommendations.

4.1 Descriptive statistics

4.1.1 Sample description

The collected data was analyzed by using the SPSS – Statistical software package. This part aims to provide the general information of respondents. The results of descriptive statistic of data are summarized following tables. The total number of respondents is 199 people.

In specific, the gender was reported with 99 (49.7%) female and 100 (50.3%) male and age group was 45.7%, 42.2%, 11.1%, and 1.0% for under 35; 35 – 45; 46 – 55 and above 55, respectively.

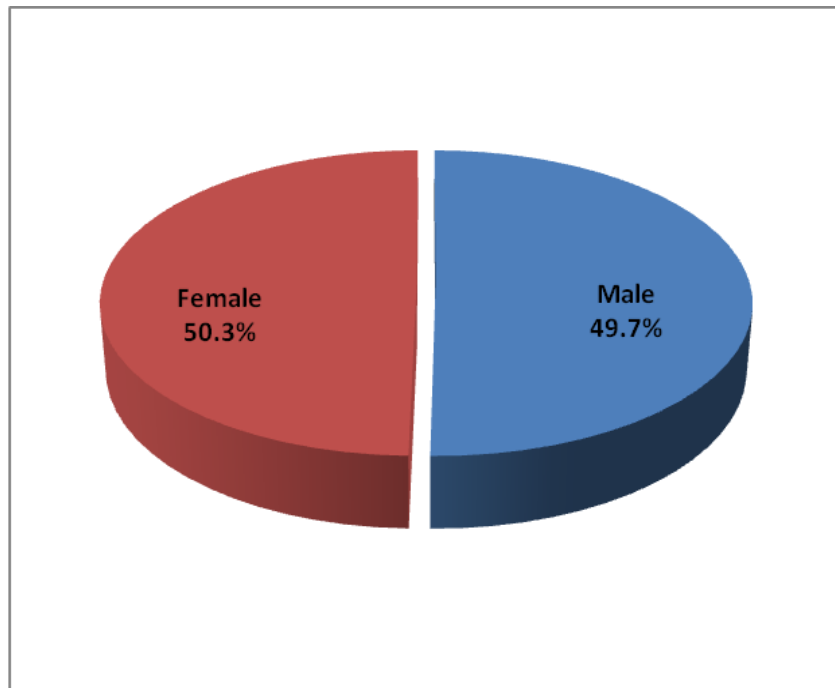


Figure 4.1: Gender of respondents

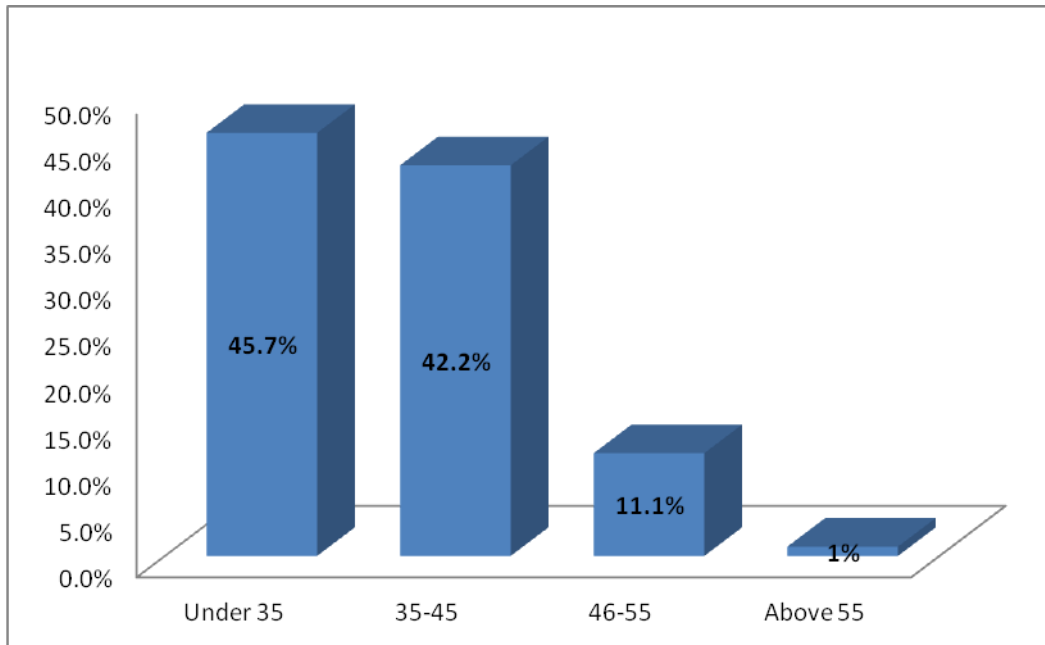


Figure 4.2: Age of respondents

Most respondents had good education level. More than half of the respondents had the Bachelor degree, reaching 74.4% of total sample. Respondents with Intermediated degree, and Postgraduate accounted for 17.6%, and 8.0% in that order.

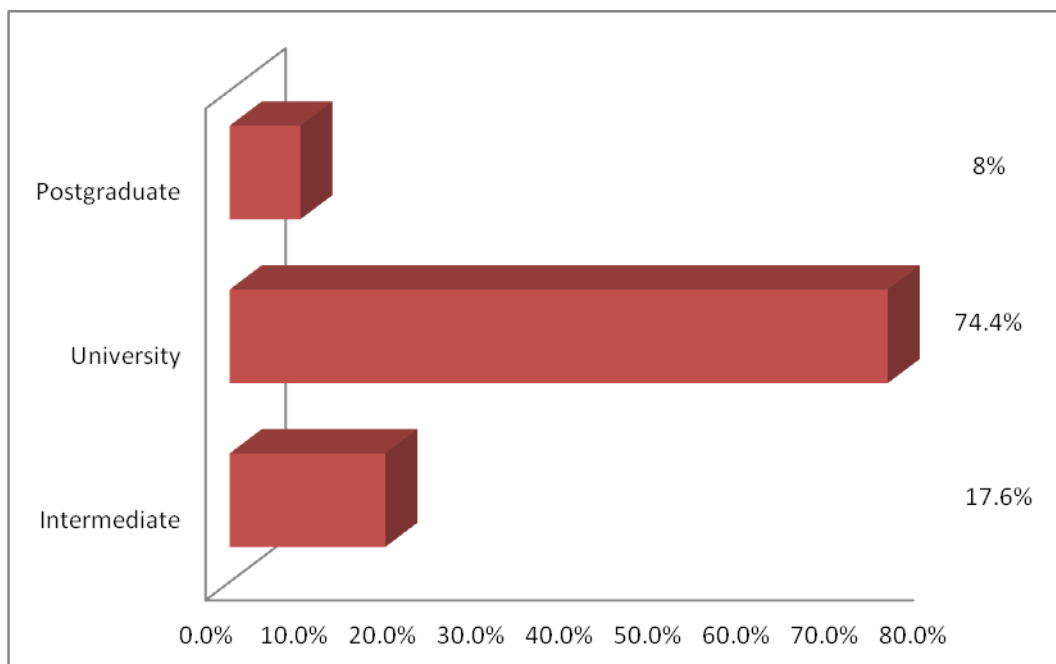


Figure 4.3: Educational Level of respondents

In terms of organizational tenure, 6- 10 years had the largest percentage with 58.3%; where above 11 years percentage was 20.1%. The next was from 1 to 2 years with 3.0%; and from 2 to 6 years were 18.6%.

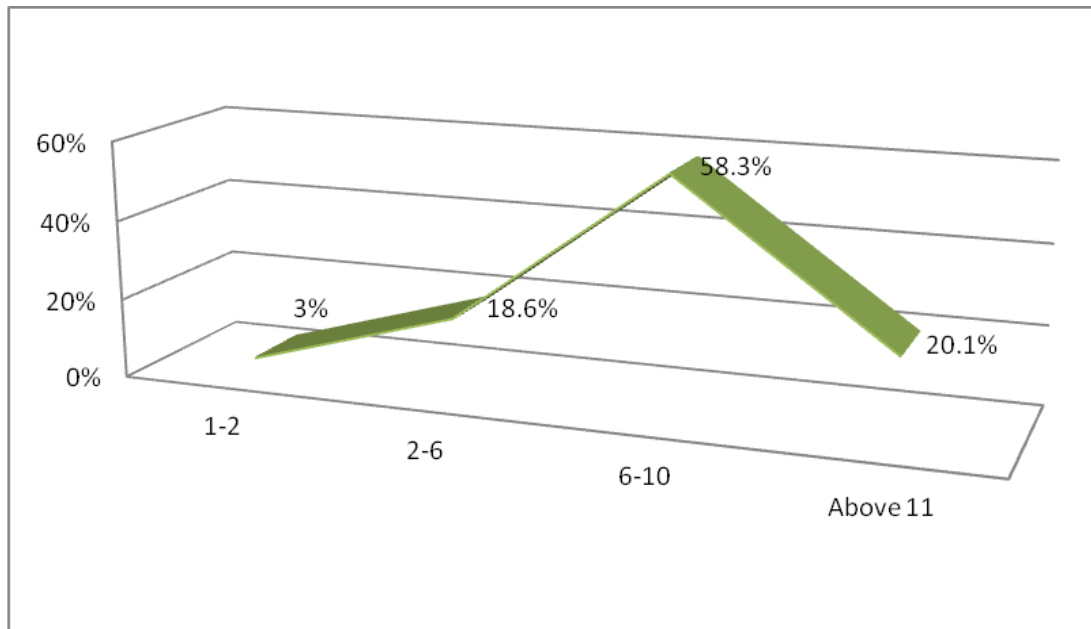


Figure 4.4: Job tenure of respondents

Income per month was investigated within three groups. Most respondents came from an income group of below 05 million VND per month (72.4%). In the second place, group of from 05 to 10 million VND seized 27.1% of respondents. The last portion with the lowest percentages (5.0%) was the respondents with the income fluctuated from 10-15 million VND per month.

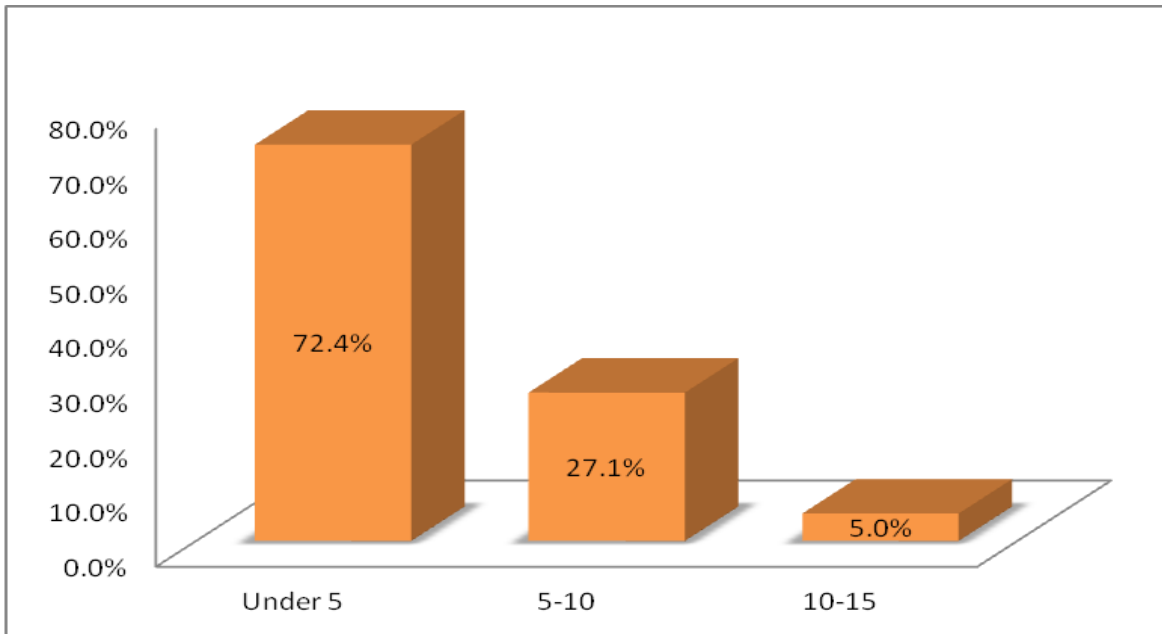


Figure 4.5: Income group of respondents

In term of marital status, most respondents belong to married group with 76.9%, followed by 14.6% of single. 8.5% of participants represented for divorced.

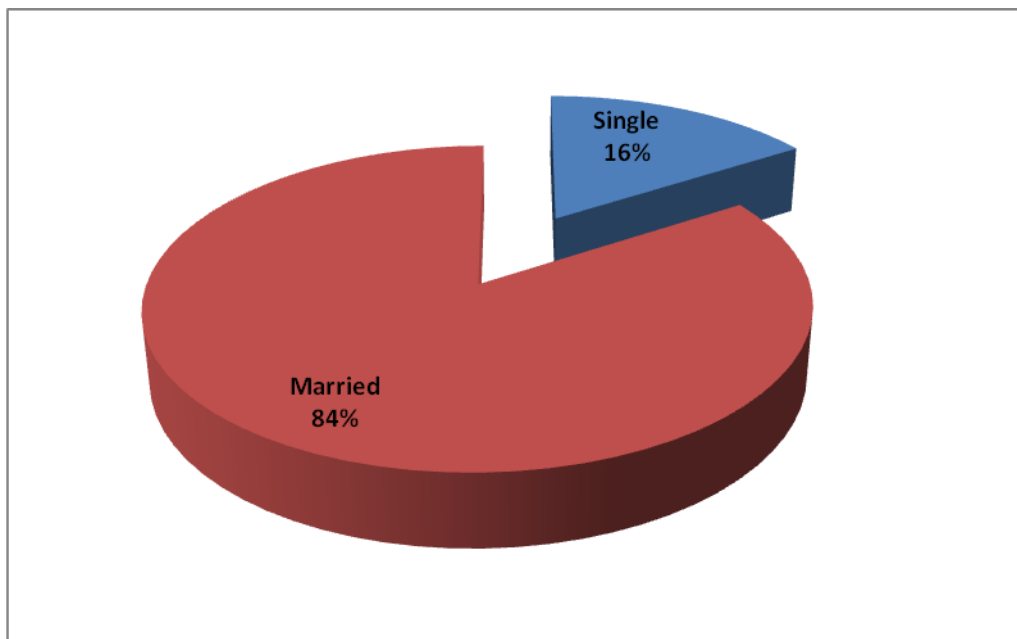


Figure 4.6: Marital status of respondents

The next term which should be considered is Hierarchical level of respondents. 74.4% is representative number for staff group, whereas civil servant accounted for 20.1%. The next portion is other with 3.0%, followed by manager with 2.5%.

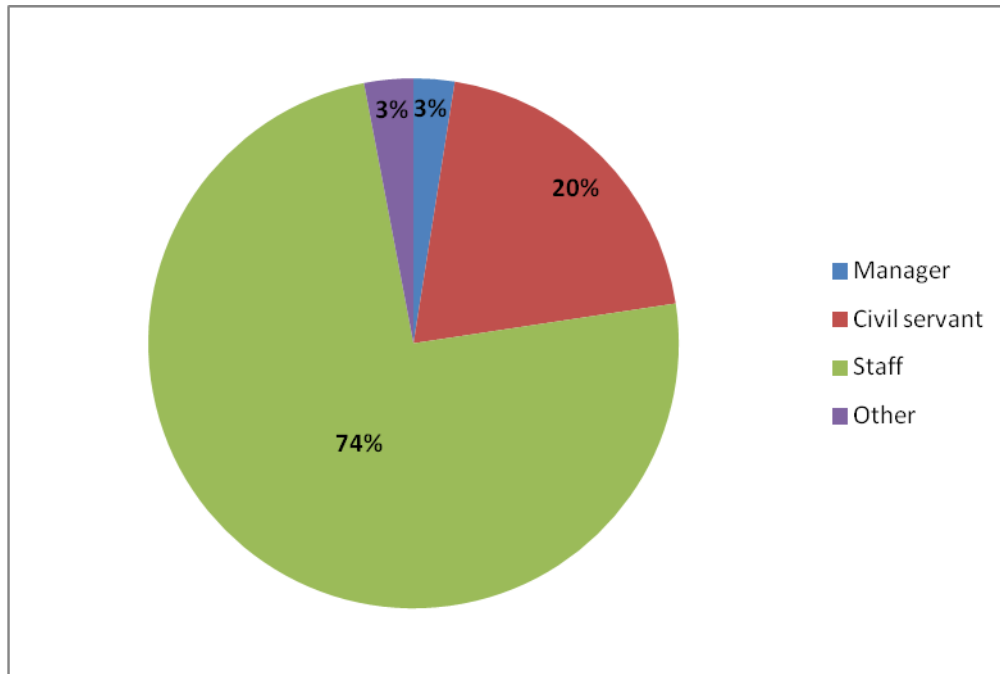


Figure 4.7: Hierarchical level of respondents

Regarding to tasks, the result indicated 56.8% of Implementation of public policy, 22.1% of Formulation and the planning of public policy. There was 10.1% of Supply of internal services, whereas other constituted of 11.1%.

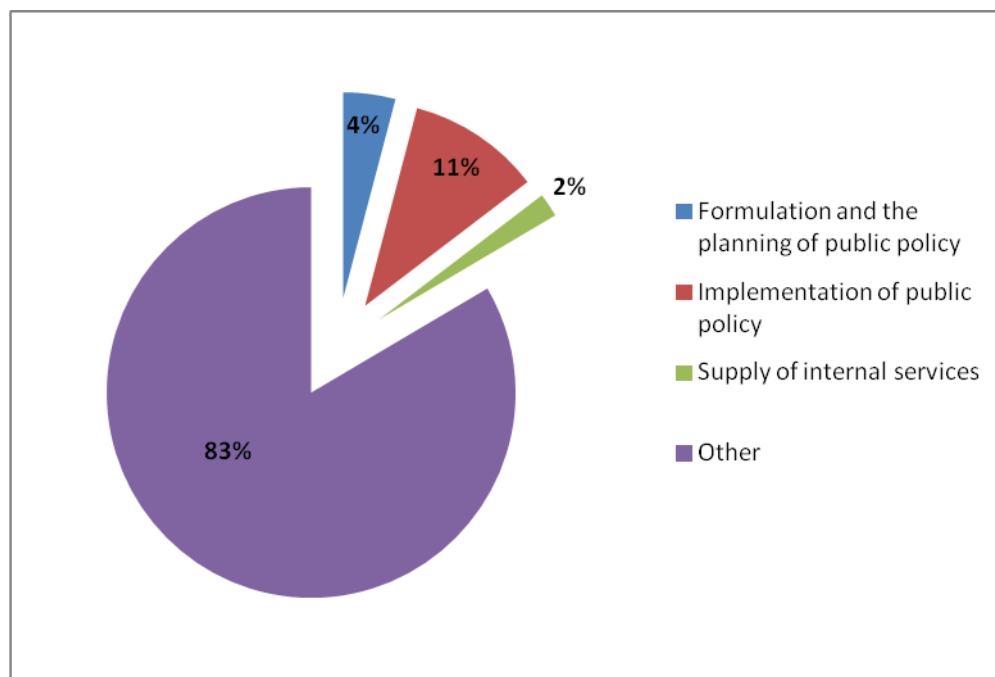


Figure 4.8: Tasks of respondents

4.1.2 Descriptive analysis

4.1.2.1 Human Resource Management (HRM) practices

In terms of HRM practices, there are eight items in which HRM5 relating to varied work have highest mean value ($M = 4.75$) and highest agree rate (19.1%). It means to the employees, they expect to have a wide range of work activities. The manager should note that in order to create appropriate conditions to meet employees' need.

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely agree		
HRM1	16	16	28	52	54	16	17	4.15	1.594
	8%	8%	14.1%	26.1%	27.1%	8%	8.5%		
HRM2	10	19	44	48	42	21	15	4.09	1.540
	5%	9.5%	22.1%	24.1%	21.1%	10.6%	7.5%		
HRM3	10	27	39	34	44	26	19	4.15	1.669
	5%	13.6%	19.6%	17.1%	22.1%	13.1%	9.5%		
HRM4	10	15	27	42	49	32	24	4.49	1.623
	5%	7.5%	13.6%	21.1%	24.6%	16.1%	12.1%		
HRM5	11	12	32	27	34	45	38	4.75	1.774
	5.5%	6%	16.1%	13.6%	17.1%	22.6%	19.1%		
HRM6	13	27	22	50	45	25	17	4.16	1.652
	6.5%	13.6%	11.1%	25.1%	22.6%	12.6%	8.5%		
HRM7	16	21	37	36	38	33	18	4.16	1.729
	8%	10.6%	18.6%	18.1%	19.1%	16.6%	9%		

HRM8	15	18	33	42	53	30	8	4.12	1.561
	7.5%	9%	16.6%	21.1%	26.6%	15.1%	4%		

Table 4.1: Descriptive statistic for Human Resource Management (HRM) practices

4.1.2.2 Public service motivation (PSM)

In terms of PSM, there are eight items in which PSM5 relating to varied work have highest mean value ($M = 4.80$) and highest agree rate (16.6%). Most social programs are too vital to do without. It means to the employees, they not only perform their assigned tasks but also interested in solving social problems. It helps solve the outside problems which is necessary for the social issue reform in the future. The manager should note that in order to create appropriate conditions to meet employees' need.

Coding	Frequencies (Number of respondents and percent rate among total)							Mean	Std. Devi
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
PSM1	14	22	28	44	53	25	13	4.14	1.602
	7%	11.1%	14.1%	22.1%	26.6%	12.6%	6.5%		
PSM2	11	17	28	40	40	42	21	4.46	1.666
	5.5%	8.5%	14.1%	20.1%	20.1%	21.1%	10.6%		
PSM3	9	19	19	41	50	37	24	4.56	1.631
	4.5%	9.5%	9.5%	20.6%	25.1%	18.6%	12.1%		
PSM4	11	12	27	33	41	39	36	4.72	1.729
	5.5%	6%	13.6%	16.6%	20.6%	19.6%	18.1%		
PSM5	8	16	18	34	45	45	33	4.8	1.663
	4%	8%	9%	17.1%	22.6%	22.6%	16.6%		

PSM6	12	14	22	32	46	42	31	4.69	1.718
	6%	7%	11.1%	16.1%	23.1%	21.1%	15.6%		
PSM7	14	26	29	49	34	20	26	4.17	1.766
	7%	13.1%	14.6%	24.6%	17.1%	10.1%	13.1%		
PSM8	9	20	31	51	37	37	14	4.28	1.570
	4.5%	10.1%	15.6%	25.6%	18.6%	18.6%	7%		

Table 4.2: Descriptive statistic for Public service motivation (PSM)

4.1.2.3 Perceived organizational efficiency (POE)

In terms of POE practices, there are three items in which POE3 relating to varied work have highest mean value (M = 4.25) and highest agree rate (9.00%). It means to the employees in organization, they expect that there are clear objectives that aim to answer and satisfy the expectations of the citizens or customers.

Coding	Frequencies							Mean	Std. Devi
	(Number of respondents and percent rate among total)								
	Entirely Disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely Agree		
POE1	19	16	26	52	45	21	20	4.16	1.689
	9.5%	8%	13.1%	26.1%	22.6%	10.6%	10.1%		
POE2	18	16	28	47	57	18	15	4.12	1.613
	9%	8%	14.1%	23.6%	28.6%	9%	7.5%		
POE3	17	9	35	44	52	24	18	4.25	1.623
	8.5%	4.5%	17.6%	22.1%	26.1%	12.1%	9%		

Table 4.3: Descriptive statistic for Perceived organizational efficiency (POE)

4.2 Reliability and Validity testing

4.2.1 Reliability test

The reliability analysis was conducted by calculating the Cronbach's α . According to Molina et al., (2007), the minimum proposed Cronbach's alpha is above 0.6. The result of the three constructs exceeding the 0.6 threshold required. In table 4.4, the Cronbach's α coefficient of "Human resource management practice" is 0.843, that of "public service motivation" is 0.852, and "perceived organizational efficiency" is 0.875. Nevertheless, item PSM7 and PSM8 of "public service motivation" were not satisfied item-total correlations (>0.4). Specifically, PSM7 is 0.257 and PSM8 is 0.391. Thus, these items were eliminated from further analysis. The measurements of this study are acceptable in reliability.

4.2.2 Validity test

Convergent validity of the measurement model was assessed by three measures: item reliability, composite reliability (CR) and average variance extracted (AVE) (Fornell and Larcker, 1981). Item reliability was evaluated by the size of the loadings of the measurement. The loading should be above 0.5, indicating each measure is making up 50 per cent or more of the variance. The result of factor loading was shown all items loaded strongly ($>.05$) on their appropriate factors which supported their unidimensionality. However, the standardized regression weight of HRMP1 is 0.476 (<0.5), thus this item was eliminated in further analysis. Composite reliability was assessed on the basis of internal consistency. The internal consistency measure is similar to Cronbach's alpha. Cronbach's alpha that there are assumes parallel measures, and represents a lower bound of composite reliability. According to Molina et al., (2007), the minimum proposed composite reliability value is 0.70. The result of this criterion was satisfactory and reported in Table 4.4. To complete the analysis, the AVE was computed, in which the minimum suggested value is 0.5. Convergent validity is adequate when constructs have an AVE greater than 0.50, the variance shared with a construct and its measures is greater than the error. As shown in Table 4.4 all the constructs have an AVE score above 0.50. With factor loading of all items is higher than 0.5, CR above 0.7 and AVE greater than 0.5, the result implied the measurement was good.

Constructs	Indicator	Standardized loadings	Criteria (Cronbach's α, CR, AVE)
Human Resources	HRMP1	Eliminated	Cronbach's α = 0.843
Management Practices (HRMPs)	HRMP2	0.51	CR = 0.814
	HRMP3	0.48	AVE= 0.5
	HRMP4	0.47	
	HRMP5	0.57	
	HRMP6	0.78	
	HRMP7	0.73	
	HRMP8	0.76	
Public Service	PSM1	0.71	Cronbach's α = 0.852
Motivation (PSM)	PSM2	0.70	CR = 0.883
	PSM3	0.78	AVE= 0.614
	PSM4	0.77	
	PSM5	0.78	
	PSM6	0.74	
	PSM7	Eliminated	
	PSM8	Eliminated	
Perceived	POE1	0.84	Cronbach's α = 0.875
Organizational	POE2	0.80	CR = 0.877
Efficiency (POE)	POE3	0.88	AVE= 0.80

Table 4.4 Convergent and discriminant validity of the model constructs

Discriminant validity was assessed using correlation between constructs (r) in the model. Correlation between constructs in combination with standard error in table 4.5 indicated all of them are different from 1. The criteria for discriminant validity were considered satisfied.

According to the above results, the reliability and validity in this study are acceptable.

			Estimate
HRMP	<-->	POE	.782
PSM	<-->	POE	.754
HRMP	<-->	PSM	.778

Table 4.5 Correlation between constructs (r)

4.3 Confirmatory Factor Analysis (CFA)

In CFA, the model fit if CMIN/df is less than 3 with p-value larger than 5 per cent. The goodness of fit index (GFI) is a measure of fit between the hypothesized model and the observed covariance matrix. The GFI ranged between 0 and 1, with a cut-off value of 0.9 generally indicating acceptable model fit. The comparative fit index (CFI) analyses the model fit by examining the discrepancy between the data and the hypothesized model, while adjusting the issues of sample size in the chi-squared test of model fit, and the normed fit index. A CFI value of 0.90 or larger was generally considered to indicate acceptable model fit. The root mean square error of approximation (RMSEA) avoided issues of sample size by analyzing the discrepancy between the hypothesized model, with an optimally chosen parameter estimates, and the population covariance matrix. A value of 0.06 or less indicates an acceptable model fit in combination of PCLOSE higher than 0.5.

After removing items due to factor loading lower than 0.5, the rest of all the observed items which were significant and substantial (>0.50) were run as a whole for the final measurement model. The final measurement model had a good fit to the data: Chi-square = 246.319; df = 98; Chi-square/df = 2.513; P = .000; CFI = 0.916; RMSEA = 0.087.

Overall, the measurement model results supported for convergent and discriminant validities of the measures used in this research.

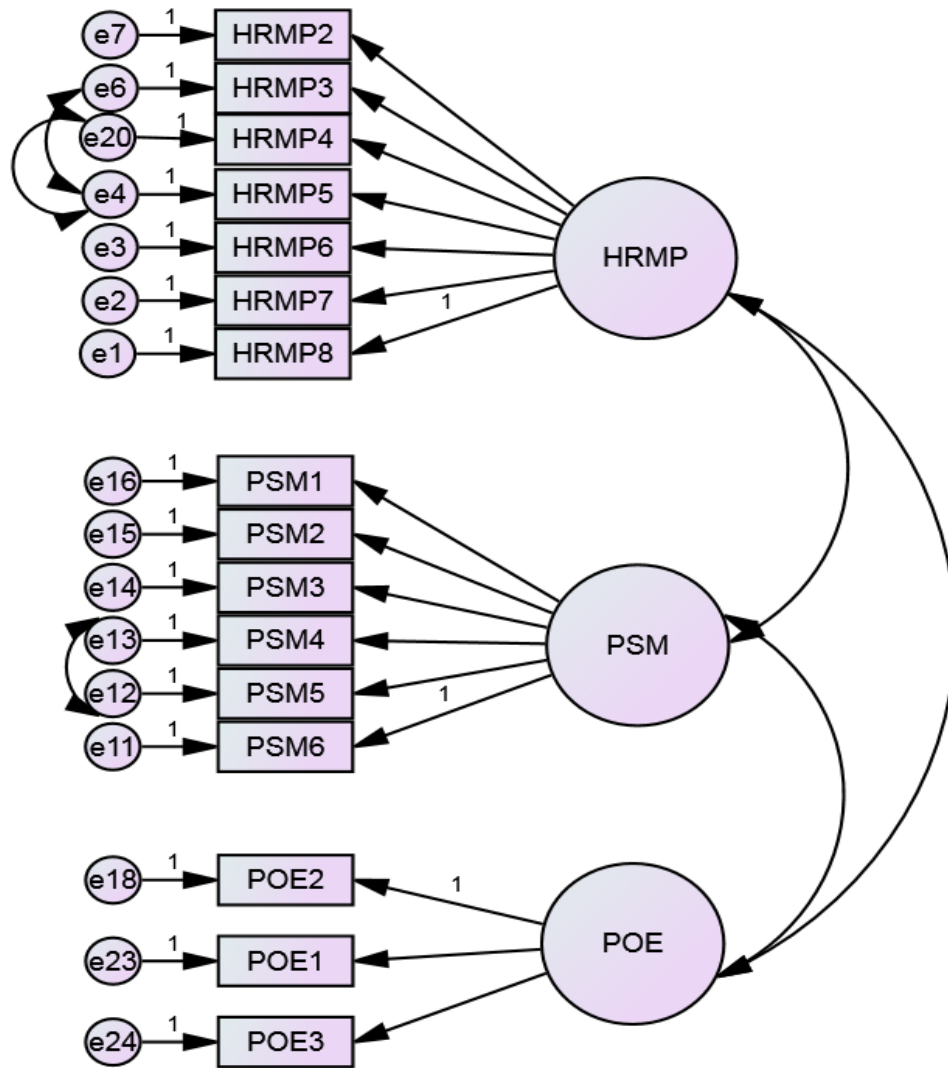


Figure 4.9 Final measurement model

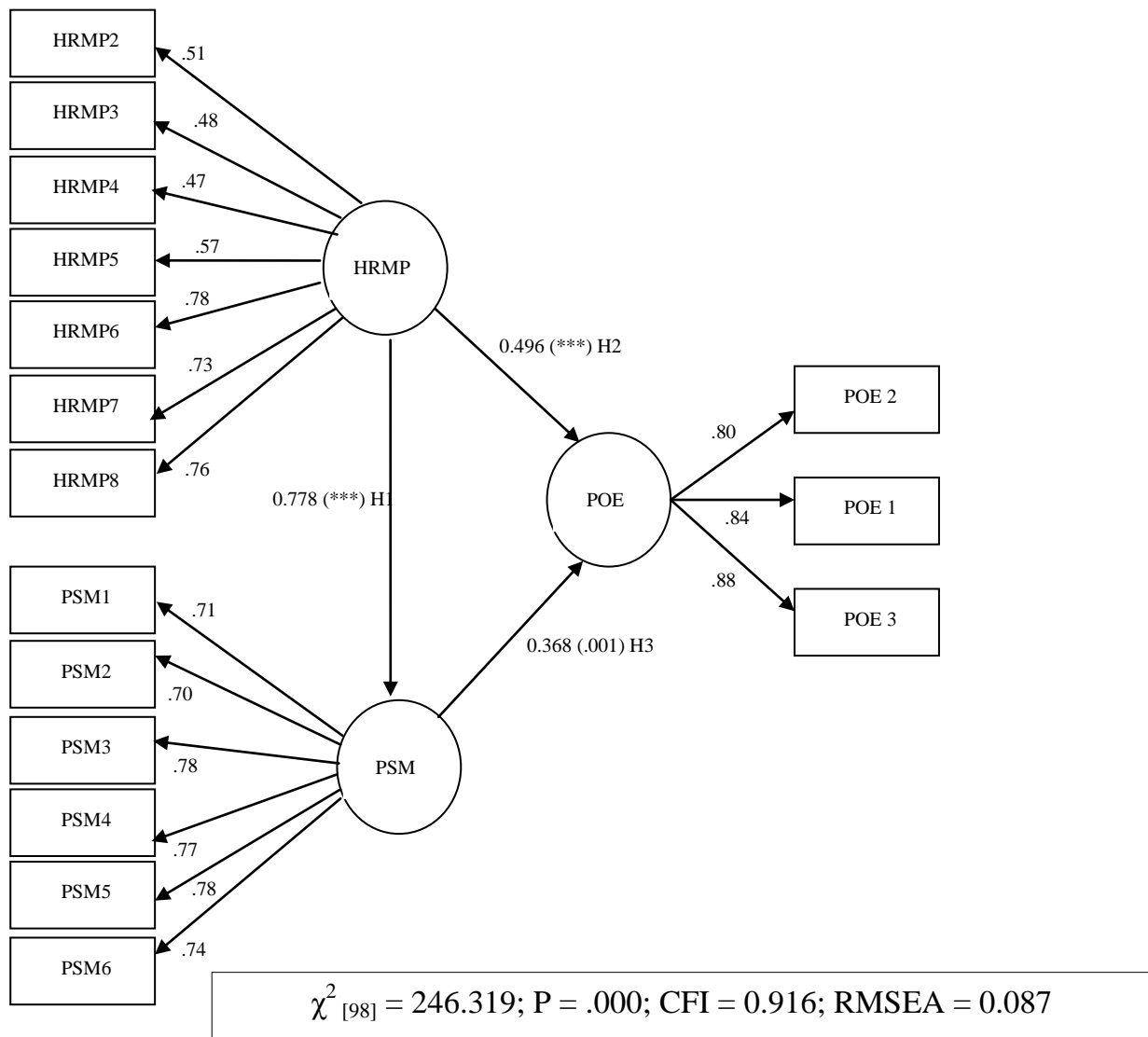
4.4 Structural equation modeling (SEM)

The structural equation modeling results indicated that the theoretical model had a fit to the data: $\chi^2_{[98]} = 246.319$; $P = .000$; CFI = 0.916; RMSEA = 0.087. The result supported three hypotheses. All of the regression weight values were positive and significant ($p < 0.05$). The unstandardized estimates are presented in Table 4.6, and the standardized estimates are in Figure 4.10. Consistent with H1, human resource management practice was found to be positively associated with public service motivation ($\beta = 0.778$, $p < 0.001$). H2 posits a positive relationship between human resource management practice and perceived organizational efficiency. This hypothesis was also supported ($\gamma = 0.496$, $p < 0.001$). H3, which proposed a positive relationship between public service motivation and perceived organizational efficiency was also supported ($\gamma = 0.368$, $p = 0.001$).

Hypotheses structural paths		Testing result	Est.(se)	p-value
H1	HRMP is positively associated with PSM	Supported	0.826(0.099)	***
H2	HRMP is positive associated with POE.	Supported	0.535(0.125)	***
H3	PSM is positively associated with POE.	Supported	0.374(0.114)	0.001

Notes: *** $p < 0.00$; Est. (se): Estimate (standard error)

Table 4.6 Unstandardized structural paths



Notes: $p < 0.05$: (*), $p < 0.01$ (**), $p < 0.001$ (***)

Figure 4.10 Structural results (standardized estimates)

4.5 Bootstrap method

The bootstrap method with 500 of bootstrap samples was used to estimate the parameter of model and to find the approximate standard errors, which were used to measure the reliability of the parameter estimates. As shown in Table 4.7, the variations between Bias and SE-Bias were small

and the critical value ratios were suitable ($|t| \leq 2$). Accordingly, it could be concluded that the estimated results in the research model could represent for overall.

Parameter	SE	SE-SE	Mean	Bias	SE-Bias	t = Bias/SE-Bias
PSM <--- HRMP	0.063	0.002	0.775	-0.003	0.003	-1
POE <--- HRMP	0.153	0.005	0.502	0.006	0.007	0.857143
POE <--- PSM	0.15	0.005	0.359	-0.009	0.007	-1.28571

Table 4.7 Regression Weights (bootstrap standard error)

4.6 Discussion of research findings

The primary importance of the research will support the policy formulating bodies and decision makers supply for due emphasis to Human Resource Development and launched different mechanisms in order to scale up and continuously upgrade the staffs expertise to improve organizations performance. The research finding reveals the vital role of Human Resource Management Practices (HRMPs- $\gamma = 0.50$) in relation to perceived organizational efficiency (POE). Besides, all hypotheses were supported.

This study would like to contribute to the previous researches and the model. It also proposed an adapted research model which HRMP and PSM in public sector Vietnam. The adapted research model is good and this model reaches statistically significance. The findings strongly supported of using, training, recruitment civil servant in Vietnam.

There are many researchers studying in the relationship between Human Resources Management Practices (HRMPs) and Perceived Organizational Efficiency (POE). They proposed that Human Resources Management Practices (HRMPs) can directly affect Perceived Organizational Efficiency (POE) (Giauque et al 2013). This result is consistent with previous studies as staffs in Vietnam who working in public sector.

Every year, District 2 People's Committee carries out a general investigation of administrative civil servants in order for information on quantity and quality of administrative civil servants for assessing civil servant quality, accordingly determining demand of training, development, and arrangement of civil servants, as a basis for making plan to train, develop and improve the quality of civil servants and renovate the management of administrative civil servants.

According to District 2 Department of Home Affairs – Report on actual state of civil servants in 2012, 2013 and 2014; the document of the People's Committee of District 2 and based on the survey results and assessments of the status of quality working of state administration officials in District 2, this study has

some following the content of discussions:

Administrative civil servants of District 2 make up 11.7% of total civil servants of the district and 0.16% of total population of the district. This rate is relatively high; therefore, administrative civil servants play an important role in successfully performing annual public tasks of the district. Female administrative civil servants make up 41,4% of total civil servants, a relatively high rate and this is an effort of the district leaders to balance sex ratio when recruiting civil servants; Civil servants below 35 years of age make up 42.3% of total civil servants, a relatively high rate which may bring high efficiency of civil servant training since young civil servants can quickly access to scientific and technological advances.

Administrative civil servants meet need of structure of civil servant scale, showing their strives and efforts to satisfy standards applied to scale as required by professional agencies (professional qualification, technical qualification accord the job requirement). A majority of civil servants are at specialist grade (80.3%), senior specialists, high-class specialists make up a low percentage, resulting in lack of civil servants who have excellent qualifications and specialize in a specific field but redundancy of civil servants at staff grade, even a part of civil servants do not guarantee working quality. Civil servants at staff grade make up 14.6%, which is a relatively high rate. A plan to upgrade the number of staff-level civil servants in coming years is needed. Leaders of District 2 should have plan to select, renovate recruitment methods in order to add young and excellent people to administrative civil servants, who are ready to substitute old civil servants.

District 2 should focus more on training administrative civil servants regarding foreign language, public administrative management, computing since at present, there is a large number of administrative civil servants not meet requirements of using foreign language fluently and most of administrative civil servants just know how to use office computing but being capable of programming and applying management softwares into their works because these are the skills needed in the job. In addition, all civil servants wish to have a proper salary policie, especialy in living conditions in Ho Chi Minh City, workforce at a fixed rate and administrative grant for administrative state agencies are only band-aid solutions, which do not attract and keep talented people who desire to devote to their jobs. Above survey results have partially reflected requirements of administrative civil servants in District 2 in an objective and practical way in accordance with above said criteria. Compared to other districts as districts 1,3,4, the civil servant opinions are almost the same and etc this reflects are true of the general state civil servants in Ho Chi Minh City.

The results showed that the staffs in the area bureaus have had good awareness about HR since they have good understanding of the elements of HR, including training and development, job development, organizational development and performance appraisal which are HR functions and they were able to relate them with HR. However, few staffs still did not know these HR theories. Most of servants are loyal to the state. They have been trained, challenged through a number of stages. Their knowledge, qualifications, professional and practical competence has been gradually improving in all aspects, positively contributing to the socio-economic development of the District in recent years. Administrative civil servants of District 2 which has been increased enhanced in both quality and quantity. Annually, the People's Committee of the District has advocated for arranging adequate number of servants to avoid manpower deficit.

The People's Committee of the District always especially pays attention to construct and improve the quality of administrative servants, particularly focus more on the quality of recruitment through recruitment examinations, training and centrally cultivation with pretty high expenses in which expenses for education, cultivation of international economic integration knowledge, programs to learn foreign language abroad and to educate masters, etc. Make up considerable proportion of the total annual training budget (approximately 300,000 USD/ year - compared to suburban districts, this cost is pretty high, district 7, 9,12: annual training budget of about 200,000 USD/year). In addition, although the allocation, employment, arrangement, rotation of administrative civil servants within specialized agency are not completely appropriate and promote efficiency, these works have positively shifted and oriented to pay more attention to support civil servants to achieve practical competence by boldly rotating servants from district specialized agencies to ward ones and withdrawing servants who are qualified and have good professional skills to district. Hereby, it result improvement in term of quality of the district's public civil servants.

HRM is the science of human resources management in an organization that needs to research, apply in enterprises. However, in the agencies directly under the People's Committee of District 2, the management of human resources has not been paid adequate attention. This affects the quality of the district's administrative civil servants. Some subjective causes we can name are as follows: Due to the lack of job analysis, criteria to assess the amount of job accomplished could not be built; leading to the evaluation of the work of civil servants remains nominal and general; Lack of policies and measures to motivate for state administrative civil servants so that they are secure to work. In the management of state administrative officials of the district, for many years the agencies, units of the district have paid

attention to administrative personnel management task (timekeeping, sickness mode implementation, maternity, leave, retirement, etc.) but little attention to other issues such as creating organizational, leadership culture, creating a good working environment, interest in training task and human resources development, promotion of officials, planning of officials, honoring the good officials and etc. Policies for state administrative officials are still heavily administrative, lack of incentives, encouragement.

The most prominent differences in the dynamics of working in the public sector in Vietnam and the region studied is the mode and wage policy; regime of salaries and allowances of officials and civil servants are implemented in accordance with applicable regulations of the State. Although the government has adjusted the minimum wage each year, however, it does not solve the basic livelihood of workers and employees on duty. Besides, an important motivation for working civil servants to focus more effectively, including, they should have been promoted, appointed higher in the future, there is a reasonable reward policy and justice, Government should also facilitate improved equipment worked better. However, for countries with public administration development, the motivation to work in the public sector including: It is important for staff to contribute to the common good; They consider public service their civic duty; Most social programs are too vital to do without; Civil servants are often reminded by daily events how dependent they are on one another and Officer think people should give back to society more than they get from it.

Innovation management and development of human resources of public administration is required always be set for all administrations and all time. Human resources are the resources which are critical to success as well as failure of any system or organization. In particular, the human resources department has a very important role in the process of law enforcement, management of all aspects of economic life - social; advising, planning, implementing and inspecting and supervising the implementation of guidelines and policies. It is the civil servants working in administrative agencies central government and local authorities. The reform of the management and improve the quality of human resources is one of the basic content of administrative reform.

HRM has never been an easy thing. The leader is always a challenging thing; it is even for intelligent people and it have real power. The truth is that very few people are born gifted leader, left the majority have learned the leadership skills somewhere on your career path. The good news here is you can learn and master the skills. Follow the roadmap below, and you will slowly mastered the game of their own; The 8 skills should have if you want to become a good leader.

Firstly, Empowering into the hands of those who are directly working; The business exists or not will depend on the people who work and dedication to it. It could be product designers, IT engineers, customer relations specialists and even the truck driver. Be empowered to make decisions down to the lowest possible level, to bring the staff down line powers and responsibility for the work they are doing. Let them autonomy in making decisions, and the results will be faster, and your employees will also be raising awareness and capacity.

Secondly, Encourage personal responsibility; Let your employees feel ownership in their work, accompanied by a space that is given to them to self-determination is where the best results. Set the expectation that employees will dare to make decisions and take responsibility for whether the result is good or bad. Please encourage those willing to take responsibility in their work with bonuses or other incentive payments.

Thirdly, Create clarity about the role of work; To work effectively, every employee should know exactly what the job responsibilities, as well as rules of their performance evaluation. Please clarify this by job description thoroughly, and continuously evaluate the performance of each individual. Encourage employees understand their role, consciously responsible and reward those who do right.

Fourthly, Share the helm; when doing this, you will increase the level of participation in the company's overall business, thereby increasing employee loyalty. Please instruct your staff know how to lead and empower, encourage them to be more proactive, and create an environment of solid support. Once the members of your team have claimed the leadership position, be sure that they will be rewarded deserved.

Fifthly, to build team spirit; Let is build a team spirit and know the importance to collective self-management capacity. Also, make up the group gathers employees from different departments and give them important targets. At the same time, encourage mutual training internally, and provide the necessary resources for these groups perform their job.

Sixthly, Learn to listen and chat; leader need to encourage dialogue honestly and openly within the organization. Let's create a safe environment for people to be able to speak their own opinion, and are constantly looking for new ways and more efficiently to capture and share thoughts with others.

Seventhly, Search for consensus; be proactive search for solutions from their own employees. Seriously consider their proposals, and build consensus for the final determination. If there is arises differences in the views of the people, let is resolve them.

Finally, Place a full determination; before you can spend the rest of determination for the mission of your business, you must know what it is mission first. If you do not define this, please talk with people to co-create a joint statement, then make sure that all live together die selected mission.

4.7 Defects and Causes of those limitations

4.7.1 Defects need repairing

- Although, quality of administrative civil servants of the district has been shifted to be better, the number of servants has increased annually, there however, is still the deficit status, “abundance and insufficiency at the same time” of servants in each specialized agencies. The level and capacity of the civil servants have not kept up with the task requirements of the district which has rapid urbanization speed. The number of civil servants having qualifications is high; however there is no equivalence between qualifications and titles.

- The age structure is unreasonable, there is manpower generation gap: many leadership and management civil servants who have experiences, were trained from basic and good at specialty are going to retire in the coming years, while many of new young civil servants who has been recruited after district establishment have been patchily trained, have limited capacity and have not been practiced and challenged with practice work in units. They still lack of working experiences, skills and spirit.

- The quality in management and administration skills of the administrative servants remains limited. Civil servants have degrees and certificates, but the quality of those certificates is worth worrying. Knowledge and management capacity as well as capacity to advise on the economy, law, administration and administrative skills, administrative communication skills, foreign languages, information technology, science and technology of civil servants respectively have not met requirements of the district development.

- It is still irrational in selecting civil servants in recruitment, examinations to improve personnel classification scale. They do not really fulfill the purposes, requirements of improving quality and level of servants.

- Treatment regime, policy for civil servants have not really encouraged them to be enthusiastic with their tasks. Administrative civil servants of District 2 are important counselors who serve most efficiently in tasks of operation and management of the People's Committee of the District. However, their salaries are low and there's not any preference, so it's hard to attract and keep the talent persons. Therefore, building stable and professional administrative civil servants who have competent level and

capacity to fulfill task requirements is still the target to strive of the District 2.

- The regime of public service inspection remain unclear, overlapped and have not really promoted civil servants to perform their duties effectively. There is no feasible measure to handle behaviors of benefiting from authorities, troubling, harassing citizens and organizations. This has considerably effected on improving the quality of administrative civil servants.

4.7.2 Causes of those limitations

4.7.2.1 Objective causes

Administrative civil servants of District 2 are also affected by general objective impacts the same as Ho Chi Minh city as well as the whole country. Some basic causes we can name are as follows:

- Due to the history condition, the majority of older civil servants transferred to administrative sector have not been trained basically and systematically. Some have already trained were trained in centralized planning mechanism. This is the dominant objective factor that affects the quality of the District's civil servants.

- Our country has just set foot in the market economy with the transformation of the economy. The new administrative civil servants have just initially accustomed, so they haven't mastered the operation mechanism of the market economy, except for some have just trained in economic management. It dramatically impacts on the quality of the district's administrative team. Many officials expressed embarrassed and knowledge-lacking with change in job and position.

- International integration process has rapidly occurred, leading to changes in the functions and duties; and job criteria, etc. It widens the gap between job requirements and current capacity to implement the job of civil servants.

- The fact that our law system remains not synchronous and strict, this is one of important cause affecting the quality of administrative civil servants in meeting requirements of current job; integration, industrialization and modernization of the city and the country.

- The state stays slow in restructuring for synchronous salary policy to attract, encourage administrative servants. Administrative civil servants' salary is very important to economy, politic, society, it directly relates to life of the citizen, state budget, economic development level, fairness and social development orientation. Salary system remains inadequate and not corresponds to task, contribution of the civil servants, and fails to be in line with the principle of distribution according to labor. It also does not really ensure extended reproduction of labor and is not suitable with gradually improving living standard of the society, for the servants to feel secured and work single-mindedly at

their jobs at their positions in the machinery of the state. Currently, salary policy has not really become the driving force to boost labor productivity and working efficiency, to improve the quality of the servants. Salary is only the payment for the purpose of consuming; it does not really invest for human factor which the decisive factor of economic and social development.

- The administration ministries have not had specific guidelines on civil servant recruitment under their branches. For example: In addition to the general requirements, there should be particular requirements for each profession such as: requirements for examination content of professions, standards and etc. This is also the cause affecting the quality of the district's administrative civil servants.

4.7.2.2 Subjective causes

HRM is the science of human resources management in an organization that needs to research, apply in enterprises. However, in the agencies directly under the People's Committee of District 2, the management of HR has not been paid adequate attention. This affects the quality of the district's administrative civil servants. Some subjective causes we can name are as follows:

- Analyzing the works in administrative agencies of the District

Work analysis is the basic content of the HRM. Work analysis actually is a work description, criteria table for people in charge (job title criteria) and the assessment criteria table of job implementation. This is an important basis to implement other contents of the HRM such as: HR training and development, labor remuneration, promotion and appointment, etc.

Currently, the agencies directly under the People's Committee of the District have not conducted work analysis. As consequence, there is no specific work description, leading to duplication and overlapping of work or irresponsibility, phenomenon of trying to pass the works to others as doing the duties. When the civil servants do not understand the their works, responsibilities, obligations and rights, the public service implementation will not be implemented with high efficiency, not to mention that it will disturb people involved. Due to the lack of job analysis, criteria to assess the amount of job accomplished could not be built; leading to the evaluation of the work of civil servants remains nominal and general. Due to the lack of job analysis, demand to train and improve the servants' quality could not be determined, and the District cannot recruit employees having enough capacity to meet the requirements of the work and etc.

- The recruitment of state administrative civil servants in the District

The recruitment of civil servants in recent years by examination aims at getting qualified people to work in the state administrative agencies. Its advantage is that right persons for the works are selected and the quality of state administrative civil servants is improved at a certain level. However, there are still many inadequacies in this selection through annually recruitment examination and examination to improve personnel scale. It does not fulfill the determined purposes and requirements which are to raise the level and to improve the quality of the civil servants.

Every year, District 2 has always established examination board to hire administrative civil servants, but there are years that no one was hired, as the following reasons: A candidate having enough qualification lacks of social knowledge such as world situation, the social situation in Vietnam; After listening to salary level from the board, the applicants withdraw their application; After graduating, the good students often apply to economic organizations for higher wages (salaries of civil servants about 110 USD/month, the company of business pay for employees from 250 to 500 USD/month)

- The use of state administrative civil servants

The result of personnel work is rational and effective use of state administrative civil servants of the district, in order to promote their internal forces in implementing well political tasks of each industry, each unit. Waste is also a dangerous disease, but waste of brain is especially harmful. That waste is derived from the evaluation, selection, arrangement and incorrect promotion of civil servants. Therefore, the effective civil servants use, arrangement is not only in recruitment, but in all stages: arrangement, use, promotion, evaluation, transfer, management and implementation of policy for state employees must ensure publicity, fairness and accuracy.

The biggest drawback in the use of state administrative civil servants that district 2 must encounter in several recent years has not performed the key stages: plan, train and use scientifically and publicly. It is really indicated in district that, these 3 stages are not attached to each other, even separate available, the matter of full awareness and seriousness in arrangement and use of state administrative civil servants is still limited. It is dedicated that civil servants have their good qualifications, running and management capacity, good quality but they have not been promoted or appointed to the corresponding task position in some agencies and units. Meanwhile, a number of state administrative officials are still limited on their expertise (without specialty university degree), profession assigned to undertake the key positions or lead departments in the agency, unit. The phenomenon of task

assignment is contrary to training industry, incorrect structure, although not widespread, it still exists in some agencies and units (20,9 percent of administrative civil servants not satisfied with current job)

Research of state administrative civil servant team use situation in district 2, it is showed that the inadequacies are setting up to be solved in the coming time as: The planning, recruitment of state administrative civil servants in the district, although it is cared, still weak and shortcoming; The training and fostering must be closely attached to the brain-waste ad voidance; In the management of state administrative civil servant team in the district needs to overcome the waste situation on quantity, quality and working time; Policies attract the highly-qualified officials to work in the district has not been properly cared, just shown in terms of the form, there is not a adequate policy to use talents; The annual assessment of civil servants is not cared sufficiently, where sometimes it is only a form, not yet real, still indulgent to each other, several evaluation criteria are also unclear, not adhesive to responsibility, task and the result of professional work done by each civil servant (some cases annually assessment of civil servants everybody is good) and Cultural and spiritual life of state administrative civil servants in the district should be properly interested especially on sports, culture and arts, annual holidays.

- State administrative civil servants fostering and training strategy

Compared with the actual requirements, training and fostering for administrative civil servants of the district there are still some limits that the main causes as: Training and fostering in the district is still embarrassing especially in the task of planning, fostering. District has not built a civil servant training program scientifically and long-terms, so situation in which civil servants have to learn too much the course of training, time-consuming, but there is still a lack of necessary professional knowledge and skills for the work. Status of training as "too many masters, too few workers" is an alarming problem. The numbers trained as university and college degrees have increased in recent years because the district coordinated with the schools to send them to study several in-service classes in order to improve the knowledge for district's administrative civil servants; Lack of a comprehensive plan, lack of new initiative, retraining the civil servants who have been trained so they have not met with job requirements; not yet developed a training plan for each kind of civil servants in each year; Training is not really attached to the planning (due to lack of training and plans to use state employees annually), output, even with spontaneous, self-arranged situation, there are some civil servants who have conception of learning only for degrees so it happens that a person learning more classes at a time, not sure of the learning quality; The training task sometimes is not tied effectively to the arrangement

and use of civil servants; and Some civil servants have not yet been aware of learning, fostering and improving their professional qualifications; on the other hand, there is no policy mechanism to bind them to have to learn, train virtuous character, expertise, skills themselves.

- Lack of policies and measures to motivate for state administrative civil servants so that they are secure to work

This is one of the causes that make the civil servant quality not to meet the work requirements and attract high-quality employees to work in the state management agencies. Currently, in district 2 and Ho Chi Minh City had a change of highly-qualified civil servants to work for the companies. The reason for this phenomenon is due to the city and district have a lack of policies and measures to motivate effectively and attractively so that they are secure to attach to the office-work and state administrative system.

When talking to incentive measures and policies in order to motivate for workers not only simply just income policy, salaries of civil servants - although salaries, income is one of the most important policies to motivate and encourage them. It is important to think of the policies system and synchronization measures relating to the benefits of them. To create good policies with effect to motivate for civil servants so that they are secure to work and attach to the job, governmental office, the systems and policy measures must be derived from the expectations, legitimate needs of the state administrative officials.

In the management of state administrative officials of the district, for many years the agencies, units of the district have paid attention to administrative personnel management task (timekeeping, sickness mode implementation, maternity, leave, retirement, etc.) but little attention to other issues such as creating organizational, leadership culture, creating a good working environment, interest in training task and human resources development, promotion of officials, planning of officials, honoring the good officials and etc. Policies for state administrative officials are still heavily administrative, lack of incentives, encouragement. The phenomenon of brain-drain has happened quite popularly, many people are sent for training by the province, do not want to work at the old agency after graduation, they accept a compensation of training cost for province to work for joint-venture companies and etc. This is one of expressions due to lack of motivation to create the passion for the job. Due to lack of motivation at work so that they work only under their duty, little interested in improving the work and therefore they are also less interested in their self-learning and competence.

Based on the findings of the study the following recommendations are forwarded:

4.8 Recommendations

To construct and improve the quality working of the state administrative civil servants of district 2 with enough political qualities, wisdom, knowledge and practice capacity par with rapid urbanization requirements is an urgent problem for district 2. Quantity of the state administrative civil servants is large but they are asynchronous, their expertise is limited, and their knowledge and management skills are lack. These restrictions are obstacles in the reform of administrative procedures, attracting investment, partnership and performance of mission.

Derived from the real situation said earlier, to help build, develop and improve the quality working of the state administrative civil servants of the district meeting mission requirements of the periods 2013-2020. Based on the findings of the research and assessments of the status of quality working of state administration officials in District 2, the following recommendations are forwarded:

Firstly, Recruitment "input" for the professional officials is a fundamental and important stage of the process of building a team of state administrative officials in the district. So recruiting officials must be based on work demand, the position of the professional titles and assigned payroll. The officials recruited must have virtue in accordance with professional standards and attend public contests. The contests create opportunities for all citizens with their abilities and aspirations to become civil servants, with principles of openness, fairness and objectivity and etc. The contest will choose people who have enough talent to work in the professional departments and overcome statuses of familiarity, reverence or sensuality that often formalized the recruitment by signing employment contracts but not really paying attention to the selection criteria for each professional titles tied to conditions to meet the mission requirements of the agencies. Along with the selection of professionals civil servants through public contests, the proper implementation of contents, assessment processes of officers and public servants will have the effect of screening, improve their quality working.

Secondly, The state administrative officials need be trained, fostered with real quality, comprehensive knowledge of state management, administration skills, administrative communication skill, foreign languages and computer skills and etc, these qualities are shown at the knowledge that the officials are equipped in association with skills of performing official duties, being able to handle the specific situation of actual work. Practical training and retraining of the district shows the "output" of the present training process and coaching is still quite general and is difficult to measure exactly the quality and quantity, the results after training only help the public servants from lacking of qualification

of degrees to being eligible for the positions determined according to the regulation of degrees. If this is not promptly corrected, it will be unavoidable of wastage in training, retraining and inevitably the district will not be able to have the team of officials matching with the requirements of sustainable development.

Thirdly, To focus constantly on improving ethics and lifestyle of public administrative servants with ensuring physical benefits and encouraging spirit for them having enthusiasm, dedication to work, sense of organization and discipline, preserving unity, honest lifestyle, being coupled with the words and work, daring to think, daring to do, daring to take responsibilities, daring to look straightly at the truth, saying the truth, living healthy, caring, helping others, wholeheartedly serving the people.

Fourthly, preparing well the source of the state administrative officials for the district; The reserving the source of the state administrative officials in the district should first be based on the requirements set forth by each working position to choose a suitable and sufficient standard, sufficient in number, and the structure ensuring for the use, training and retraining civil servants into orders. Visionary initiative, the government of district 2 have to ensure the continuous transition among the generations of the state administrative officials, to meet the present and long term tasks; In the future the district should focus to execute well the following contents of estimation of source of the state administration officials: To prioritize the recruitment of students graduating with good and excellent level when they accept to work in the district; To prioritize the recruitment of specialized industries currently missing: transportation, urban planning, construction, architecture and etc. In addition, the district should have a policy to support the above public servants such as housing, fuel and etc; To estimate the source of leaders of the district. When choosing the officials to be in source estimation planning is conducted carefully, democratically, objectively, making sure of the “open” and “dynamic” principles. “Dynamic” means regular planning reviewed, adjusted and supplemented new elements or putting of planning people who are not enough conditions to be the long – term source.

Fifthly, Improving mental and moral, to promote the fight against corruption, negative in the team of the state administrative officials. Corruption, negative has become national calamity and painful thing in social life, it reduces trust of the peoples to the State, reduces the effectiveness of state agencies on all levels in all fields social life, is great resistance of the innovation process of national construction; Anti-corruption and negative is the obligation from the state apparatus, which first of all is in the state administrative officials. To increase education to the public servants about the sense of responsibility, sense of commitment, paddle with their assigned tasks, ensuring the correct

implementation of the regime, duties and powers and duties of officials; self-consciousness to strictly abide by laws and policies of the State, the rules and regulations of the local and organizations (head of a agencies has to regularly remind the staffs in their organization); The officials who their education and ability are not good compared to the regulated standards should be refresher training or retraining arranged to meet the mission requirements of the new situation, building trust and self-confidence for public servants in performing their tasks; Maintaining the lines, improving the quality of self-criticism and criticism of public servants. Implementing strictly comment mode, evaluation of public servants, especially public notice stage for civil servants their advantages and disadvantages for them to plan to repair; Consistently fired from the team for the degradation, deterioration officials, and the officials who have low capacity, not striving by lining up other job. If not, it is necessary to take them out of the payroll and State, enabling them to find suitable employment. Making serious mode right age to retire; Maintaining management mode, strict inspection, promptly rewarding the servants who have outstanding achievements; at the same time severely dealt and publicly announced public the officials violated disciplinary infractions and State law, implementing a responsibility regime strictly for heads of administrative agencies at all levels if the occurrence of corruption, serious negative.

Sixthly, reforming administrative procedures, Further researching is necessary to answer the relationship between individual interests harmoniously with collective, between the State and the peoples, creating a basis for developing an appropriate reward and punishment policies, encouraging work spirit of civil servants, increasing the efficiency and quality of public services; Researching and applying technology of business management style on the operation of the state apparatus to improve the "inertia" of the state administrative apparatus; To continue to expand the reform of administrative procedures in all areas of state control in the direction of reducing the inefficiency and unnecessary control, but still secure the role of state management. To shorten the maximum time of processing papers of organizations and citizens, which have contents to be assessed, must be uniformly formed in the country, so that people know what to do when documenting; It is necessary to develop effective mechanism to control the receiving and implementing work of the organization and citizens. Strictly punishing the people who have manifestations of harassment in relation to organizations and citizens; timely rewarding those who perform well in their work, nowadays , people still complain about the state administrative officials because they work less enthusiastic. The inspection service is not really effective.

Finally, reforming the civil services and public servants, it is necessary to fulfill the Law of civil services and public servants. Civil services and public servants have dialectical relation. Public services are work, public servants are people implementing those work. The work is organized scientifically and reasonably, implementation of officials has high efficiency; Instead of the empiricism management, using people in the way of indiscriminate manner, increasing one level of salary when enough the quantity of year working and etc, new management is democratic, legal, scientific, fair, efficient (criteria of implementation of every officials are clearly qualitative and quantitative). Regulations specify legal responsibility, authority and accountability in the work of individuals, working in collaboration, improve policies to behave to officials and etc; To modernize the offices and regulate the working modes of the administrative system: to equip modern technical facilities of the office for government office, associated with the improvement administrative skills of civil servants; To change servant methods of the officials towards civilization, modern and etc; State may soon be selective mechanism, elimination of the weaknesses of professional ethics of the incumbent officials in the state administrative apparatus; uphold the responsibilities of authorities in the arranging the officials in the apparatus. Therefore, it is necessary to strictly deal with agencies and individuals arranging wrong officials leading to serious consequences for the peoples and standardization clearly the functions, tasks and corresponding requirements for each level of leadership and management.

4.9 Limitation of the study

The research was specifically concentrated on assessing the practices and challenges of HRD in twelve department public area bureaus. Despite the fact that the researcher tried to do all the best to maximize its richness the research is subjected to some restrictions because of its scope. As it was concentrated on twelve regional public bureaus it is difficult to conclude about HRD practices and HRD challenges in other regional public sector bureaus. Therefore, the results of research were limited to those regions and conclusions and recommendations are limited to the challenges and practices of HRD. Since this research employed cross sectional survey design, it did not check the situation through longitudinal survey. It may also have methodological limitations since it used simple random sampling technique to get sample respondents in each sector office.

Respondents in the study were voluntary and do not represent the entire civil servants in district 2. Although care was taken to collect data in ideal way by taking equal number of participants from the public office, practically it was not possible.

Due to the short study period within small area (in one district) and only researching the public administration officials but no researching officials at party, unions and public wards and etc, so the theme will not avoid the shortcomings about: how to collect data, analyze data and etc, and the assessment of subjective bias.

CHAPTER FIVE

CONCLUSION

To contribute to improve the working quality of the team of officials in the state administrative system in District 2 – Ho Chi Minh city, this topic has made clear scientific basis for improving the quality working of the state administrative officials; analyzing deeply, evaluating the quality working of the state administrative officials in relation to the quantity, structure and process of their formation and development. On the basis of theoretical systematization of state administrative officials, their quality working, the theme has analyzed and evaluated their actual quality working in relationship of comparison relation with the work requirements. The theme has clarified the reasons why the quality working of the state administrative officials in district 2 is not good enough and not meeting the current work requirements. The theme has launched the point of views and primary solutions to improve the quality working of the state administrative officials in the district. Beside the solutions belonging to the district, there should be some synchronization solutions from the State to have a positive and more effective impact.

The organization is the subject officers hot which has been bandied about. In some agencies, the evaluation, use and appointment of cadres was not really scientific, inequitable; prospects, career orientation is not clear due to planning, training planning, staff development was a formality; work practices are bureaucracy, lack of democracy; honored profession policy and emulation, praised the work performance actually not; rigid management mechanisms, limited financing opportunities for the dedication, assert themselves; law and order, not strict administrative discipline; attitude, behavior in organizations, units and citizens are not properly cause annoyance psychology, boredom, lack of attachment to the job and etc.

Obviously, public servants can contribute to the development of the country in different ways, to suit each situation, the specific conditions. The officers left the state agency to work for other organizations are the movement of social human resources, according to the law of supply - demand for labor in the market economy. However, if you can not attract talented people and the majority of public servants who left the agency has the capacity, this is the phenomenon of brain drain, reducing the effectiveness of the State apparatus. If recruitment of new civil servants have many weak capacity or lack of sense of responsibility, the import duty for the sake of self-interest disaster, it also hinders economic development - economic development of the country. In this context, the state agency to change the regime and its policies in order to compete with each other and compete with businesses

and organizations from outside the state to get the best human resources. The management and development of human resources at the macro level should also innovate to attract, retain and motivate a dedicated civil servant working in the public sector. In addition to policy reform and civil servants wages, improved working environment for civil servants working energetically, serve the people, serve the development is a particularly important issue should be taken seriously. In many countries around the world, changes in the political - economic - social, scientific - technological, international cooperation, the expansion process of democratization during recent decades great influence on the perception of civil servants as well as the methods, content management of human resources. Public servants who the subject of management activities with broader knowledge, professional qualifications deeper, faster access to more sensitive information, a more complete understanding of their rights and obligations. System concepts and values are also many changes, personal needs increase, the factors of labor relations more and more diverse, the links between people in offices, in the system public service becomes more complex.

The results showed that the staff in the regional offices has a good perception of the concept of HRD since they have a good grasp of the constituents of the HRD. Accordingly, they were intimate with the coaching and development, occupation development, institute development and accomplishment appraisal that are HRD functional and they were may contact them with HRD. However, some staff still did not comprehend the concept of HRD. The regional offices have the guidance and development schemes; However, they were unprofitable in assessing guidance demands, establish performance goal, in seeking support for inside and outside apprentice and development, preparation training strategies and preparing training timetables and standards as well as assessing guidance and development endeavors. In particular, assess training has not been conducted to get response for their reform. The offices have job development in rule, in order to make motivated labor force, to enhance the aptitude of both current and future understanding and maturity, to rise the capacity and efficiency of staff, extension optimum man duty connection, to prepare staff to take higher missions and to renovate skills and avert desuetude. However, in practice straightforward missions were not done in link to the matters depicted to encourage HRD and to achieve development aims. The findings of the research demonstrated that the area bureaus have long-term exertions to upgrade an institute development. However, they are lubber-head behind in settlement issues like coherence, openness, equity in treating staff, indemnification and job guarantee and issue solving intellectual achievement. With regard to performance evaluation, efforts were made to assess the efficiency and

department of staff. However, the work surrounding is not as suitable as the findings disclosed. The cause for this is lack of stimulus and guidance, lack of human talent to set objects, lack of goal performance measure and lack of commitment. Moreover, some staff are not fun about the consequences of their efficiency. Performance appraisal gives similar room for open discussion but, transparency and consecutive follow up was so feeble and there is loose accessory between efficiency and recompense due to lack of involvement, inconsistent accomplishment and lack of resources.

To the end, as the findings disclosed that scheming comprehensive plans, aligning HR with plan prerogative, lack of adequate budget, lack of technology, accepting new technological changes, finite prominence to personal and job development, promoting actively work surroundings, lack of actively personnel attitude, inadequate guidance, attracting and retaining fit staff and lack of good merit hierarchy were vital challenges that prevented the practice of HRD in research regions.

This study has applied theoretical knowledge acquired from the literature and the school, deeply learnt and investigated the practice of the district, initially proposed solutions to build and improve the quality working of the state administrative officers in District 2. However, this is a big and complex issue, so the construction of a system of the above solutions with arguments and explanations to ensure the science and modern is not simple. It is certain that to improve this problem, there must be follow-up study.

APPENDIX 1:

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APPENDIX 2:

SURVEY QUESTIONNAIRE

**On solutions for improvement of the quality of administrative civil servants
at the People's Committee of District 2 in Ho Chi Minh City**

Part I: Demographic Information

1. Gender : Male ☐ 1 Female ☐ 2
2. Age : Below 35 ☐ 1 35-45 ☐ 2 46-55 ☐ 3 Above 55 ☐ 4
3. Marital status : Single ☐ 1 Married ☐ 2 Divorced ☐ 3
4. Education level :
Intermediate/ College ☐ 1 University ☐ 2 Postgraduate ☐ 3
5. Hierarchical level
Other ☐ 1 Staff ☐ 2 Civil servant ☐ 3 Manager ☐ 4
6. Tasks
Formulation and the planning of public policy ☐ 1
Implementation of public policy ☐ 2
Supply of internal services ☐ 3
Other ☐ 4
7. Job tenure (in years):
1 and below ☐ 1 2-6 ☐ 2 6-10 ☐ 3 11 and above ☐ 4
8. Income (Milion VND/Month)
Below 5 ☐ 1 5-10 ☐ 2 10-15 ☐ 3 Above 15 ☐ 4

Part II: Please state your level of opinion for each given statement using the following scales:

1	2	3	4	5	6	7
Entirely disagree	Mostly disagree	Disagree	Neutral	Agree	Mostly agree	Entirely agree

I	Human Resource Management (HRM) practices	Agreement scales						
1	It is important that I have high job security.	1	2	3	4	5	6	7
2	It is important that I have high performance-related pay.	1	2	3	4	5	6	7
3	It is important that I have good career prospects.	1	2	3	4	5	6	7
4	The coworkers of my organization are treated in a just and fair way in all the domains of staff management and independently of their personal characteristics.	1	2	3	4	5	6	7
5	It is important that I have varied work.	1	2	3	4	5	6	7
6	It is important that I have some influence on important decisions.	1	2	3	4	5	6	7
7	It is fundamental that there is a personal interview of evaluation that allows me to define my objectives of performance.	1	2	3	4	5	6	7
8	I receive from my employer the necessary support to develop professionally.	1	2	3	4	5	6	7
II	Public service motivation (PSM)							
1	I am very interested in politics.	1	2	3	4	5	6	7
2	I like to discuss political subjects.	1	2	3	4	5	6	7
3	It is important for me to contribute to the common good.	1	2	3	4	5	6	7
4	I consider public service my civic duty.	1	2	3	4	5	6	7
5	Most social programs are too vital to do without.	1	2	3	4	5	6	7
6	I am often reminded by daily events how dependent we are on one another.	1	2	3	4	5	6	7

7	I am one of those rare people who would risk personal loss to help someone else.	1	2	3	4	5	6	7
8	I think people should give back to society more than they get from it.	1	2	3	4	5	6	7
III	Perceived organizational efficiency (POE)							
1	In my organization, we work by simplifying the working processes.	1	2	3	4	5	6	7
2	During the past 2 years, productivity of my organization increased.	1	2	3	4	5	6	7
3	In my organization, there are clear objectives that aim to answer and satisfy the expectations of the citizens or customers.	1	2	3	4	5	6	7